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ABSTRACT

Focusing on organizational structure, operational policies, and scope of activities, this monograph relates the history of the Community Colleges for International Development, Inc. (CCID), a cooperative endeavor to promote international education in two-year colleges. The first chapter describes CCID's formative years, from its foundation in 1976 by Brevard Community College, Bunker Hill Community College, Delaware Technical and Community College, Florida Junior College, and Navarro Community College to develop opportunities for international education, to its expansion to nine colleges and training agreements with Taiwan and the Republic of Suriname by the end of 1980. Chapter 2 reviews organizational growth between 1981 and 1985, highlighting the educational exchange of CCID-member students with West Germany, the training of Suriname students and teachers at CCID institutions, and the expansion to 11 members in 1985. Chapter 3 reviews activities between 1986 and 1988, including student and faculty exchange programs in Europe, while chapter 4 describes CCID reactions to global events from 1989 to 1994, highlighting projects in Eastern Europe, Suriname, Russia, and Taiwan, as well as the expansion to 21 full and 41 affiliate members by 1993. Footnotes are included for each chapter. Appendixes include a CCID financial summary for 1976-1994, and a list of member colleges showing years of membership and college personnel on the CCID Board. (BCY)

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Community Colleges for International Development, Inc.

THE VISION and THE HISTORY

1976 - 1994

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Maxwell C. King, Chair
CCID Board of Directors

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FOREWORD

This monograph on the history of the Community Colleges for International Development, Inc., is an attempt to preserve a record of the important aspects of the development of the consortium for the first eighteen years of its existence, from its beginnings in 1976 until the close of October 1994.

The development of CCID occurred in spite of the conventional wisdom that until recently held that international development and education were of no value to community colleges. CCID was instrumental in refuting the narrow definition of "community" in community college that would restrict such colleges to the intellectual and cultural boundaries of their respective districts.

The authors have not attempted to present a comprehensive record of the projects and activities of the consortium and its member colleges. Rather, the project and activities information is included to give a sense of the operational flow of the consortium and the requirement for concurrent project development activities. The focus of the monograph is the development of CCID in terms of the organizational structure, operational and long-term policies, and the scope and types of CCID activities. It is our intent to preserve the essential institutional memory for the reference and interest of CCID members. The appendices are summaries of documents currently on file at the CCID administrative office. More detailed information is available in the source documents.

The authors have chosen to use an informal approach to the narrative, especially with respect to names. Full names, where available, are used initially for each person mentioned. Thereafter, an individual may be referred to without title or full name. The same approach has been taken with college names. For example, Brevard Community College will be referred to as Brevard when this can be done without sacrificing clarity.

December 1994

CHAPTER 1

THE FORMATIVE YEARS 1976 - 1980

The formation of the Community Colleges for International Development was first discussed in 1976 between Dr. Maxwell C. King, president of Brevard Community College, and Dr. Robert L. Brueder, then the assistant to the president at Brevard. King and Breuder were invited on a study abroad familiarization tour to Europe in the summer of 1975. The tour was sponsored by Studiosus Reisen Munchen, through the Consortium for International Education (CIE). The experience lead to the establishment of a formal study abroad program at Brevard and to speculation between Breuder and King as to ways that the college could get more involved in the international arena.[1]

In 1976, the educational and political environment was not hospitable to international education, especially in community colleges. The country was still dealing with the aftermath of the Vietnam War and Watergate. The international scene was far from stable, and the Ford administration was dealing with a variety of domestic and international problems. Moreover, community colleges were widely viewed as "junior colleges." The junior college was viewed as an extension of the public school system and was expected only to provide academic grades 13 and 14, plus an array of technical and vocational courses. The area of service was considered to be the local community, with very few exceptions allowed.

The notion that community colleges should be involved in international education was not widely held or encouraged. Discussions between King, Breuder and others developed the basis of what later became the CCID rationale for community college involvement in international activities.

- o Responsibility to the student. Students need to know about other countries and cultures in order to make informed judgments about world events and their impact on their lives.
- o Responsibility to the faculty. In order to teach students an international perspective, faculty must be knowledgeable and willing to incorporate this perspective in their teaching. Community colleges should seek opportunities for faculty professional development through international education.
- o Responsibility to the community. Community colleges seek to promote economic development within their districts. International trade offers this possibility.
- o Community colleges can participate effectively in international development. Community colleges offer training in the skills that developing countries need to build an effective work force. This offers the college the opportunity for training contracts at home and in the client country.

The above requires a broad definition of international education beyond the traditional study of history, geography and languages. Over the years, a wide variety of activities has been included under the international education umbrella. King and Breuder also believed that a consortium of community colleges would find more international opportunities than a single college would find.

King and Breuder knew that many four-year colleges and universities had international programs and that some programs were sponsored by Federal agencies. Breuder went to Washington D.C. to explore possible grant opportunities. At the United States Office of Education he met Dr. Edward Meador, then director of the Division of International Education. Meador was supportive and suggested that Breuder meet with Dr. Paul Chao from the Cultural Division of the Taiwan Embassy. Breuder did so, and as a first step negotiated the visit of a group of community college presidents to Taiwan.[2] This was the beginning of the relationship with the Republic of China, Taiwan, which has been one of CCID's most important clients. Paul Chao became a strong and effective friend of CCID and was the primary contact with CCID until his retirement in 1991. Paul received strong support from Edward Yang, the director of the Cultural Affairs Division at the Embassy.

During this same visit to Washington, Breuder met with Bill Shannon from the American Association of Community and Junior Colleges (AACJC). Shannon was interested in the consortium concept and provided some suggestions for possible members. Ed Meador had suggested that the term "cooperative" would work well in the name of the organization. Shannon and Breuder developed the name "Community College Cooperative for International Education."[3] This eventually became the name of the organization, which used the short title, "Cooperative".

King and Breuder then began discussions with colleges that they identified as having the potential and interest to be involved. The initial concept was to keep the group small, in order to facilitate communication and coordination. Two additional requirements for members were personal presidential involvement and the willingness to commit resources to the Cooperative. The Cooperative was formed in October 1976 with five member colleges.

- Brevard Community College, Maxwell C. King, President
- Bunker Hill Community College, Harold Shively, President
- Delaware Technical and Community College, John R. Kotula, President
- Florida Junior College at Jacksonville, Ben Wygle, President
- Navarro Community College, Kenneth P. Walker, President

The Cooperative was governed initially by an Executive Committee. Max King was elected president of the Cooperative, Harold Shively was elected vice president, and Bob Breuder was appointed as executive director. The administrative office was maintained by Breuder at Brevard. Cooperative funds were administered through the accounting office at Brevard and were managed by Breuder and King. In addition to the Executive Board, the bylaws authorized an International Directors Committee, composed of the International Directors from each member college and chaired by the Executive Director. The committee provided planning and operational support to the Executive Committee, as well as communication and coordination on Cooperative projects.

The first meeting records available are the minutes of the meeting of the Executive Board, held in Boston in September 1978. The minutes reveal significant activity in getting the Cooperative into an operational mode. Member colleges were encouraged to assume responsibility for projects on behalf of the Cooperative. Among those discussed were applications to USOE for group study abroad projects in Brazil and Taiwan. The Cooperative was planning for its second national conference on international education, to be held in January 1979 at Walt Disney World.[4]

The Board also approved the following policy recommendations.

- Approve the Cooperative constitution and bylaws.
- Incorporate the Cooperative.
- Set annual dues at $600, plus $400 in "in-kind" services.
- Approve Florence Darlington Technical College for membership.
- Set the maximum number of members at seven, with no maximum for affiliate members.[5]

In the meantime, the relationship between the Cooperative and the Republic of China, Taiwan continued to develop. In April 1978, at the invitation of the Ministry of Education, King and Shively led the first Cooperative group of community college educators on a visit to Taiwan. The visit was the outcome of the negotiations initiated by Breuder with Paul Chao in 1976. Included in the group was William A. Harper, the vice president for communications for AACJC. Harper published an excellent account of the visit in the Community and Junior College Journal.[6] While there, the group met with Ministry of Education officials and drafted the first Bilateral Education Agreement between the Cooperative and the Ministry. The first provision of the agreement to be implemented was the sponsorship of a group of Chinese college presidents to attend the AACJC annual convention in 1979.

This visit set three important precedents that were incorporated into the operational philosophy of the Cooperative. The first was the Cooperative's interest in working closely with AACJC. AACJC was represented on the initial visit, and the sponsorship of Chinese presidents to the annual convention still continues. AACJC has continued its interest in Taiwan.

The second precedent was the Bilateral Education Agreement, which became a blueprint for Cooperative activities with the Ministry of Education and the educational establishment in Taiwan. The agreement has been revised and updated over the years and still provides the framework for CCID activities with the Republic of China, Taiwan.[7]

The third, and perhaps most important precedent, was the visit itself. This was the first time, to the author's knowledge, that a group of community college educators had been invited to visit Taiwan specifically to visit educational institutions and develop linkages. The visit was very successful and prompted the parties to include similar visits in the agreement. The Cooperative was responsible for arranging for participants and for coordinating pre-departure

arrangements. The Cooperative saw this as a way to introduce community college educators to the possibilities for international education. Since 1978, the Cooperative, later CCID, has coordinated the visits of over 130 educators, mostly community college presidents and board members, to Taiwan. This was the first experience in international education for many of the participants. Although the results cannot be measured, there is no doubt that this single project has had a profound effect on the development of international education in community colleges.

During the summer of 1978, the Cooperative sponsored the Community College European Studies Program for Professional Educators. One hundred two faculty from community colleges in the United States and Canada spent four weeks in Europe with the program, which was divided into seven discipline fields. This was the Cooperative's first project involving sizable numbers of people. It was also the first major joint project between the Cooperative and CIE.[8] Breuder was the CCID coordinator and visited each of the seven groups while they were in Europe.Twelve Cooperative faculty participated in a six-week program of study in Brazil in the summer of 1978 under a grant from the US Office of Education. Also the Cooperative stimulated participation in the USOE Curriculum Consultant Program. Consultants from Guatemala, Japan, Taiwan and Uganda, Egypt and Brazil were assigned to Cooperative colleges.[9]

In May 1979, the Cooperative filed for incorporation under the laws of the state of Florida as the Community College Corporation for International Development, Incorporated, a not for profit corporation. The seven original subscribers to the articles of incorporation were:

- Maxwell C. King, President, Brevard Community College.
- Robert L. Breuder, Special Assistant, Brevard Community College.
- Harold E. Shively, President, Bunker Hill Community College.
- John R. Kotula, President, Delaware Technical and Community College.
- Fred Fore, President, Florence Darlington Technical College.
- Benjamin R. Wygal, President, Florida Junior College at Jacksonville.
- Kenneth P. Walker, President, Navarro College.

The articles of incorporation defined the purpose of the Corporation as "to identify, develop and expand mutually beneficial international relationships which contribute to the improvement of college programs and services. The Corporation shall provide mid-level manpower training and technical assistance in occupational, vocational and technical education in developing nations throughout the world." Membership in the Corporation was open to institutions who met the minimum criteria specified in the bylaws, who were invited to join, and who were sponsored by a current member.[10]

The articles of incorporation authorized two corporate officers, a chairman and vice chairman, to be elected by the members of the Corporation for a one year term. The Executive Director, was designated to serve as the recording secretary and treasurer of the Corporation and to report

to the Chairman. An Executive Committee, consisting of the presidents of the member colleges, was designated to manage the affairs of the Corporation. Presidents were required to attend at least one meeting each year. International directors from the member institutions were authorized to represent their presidents at other meetings. The International Directors Committee was continued through the bylaws.

As early as the summer of 1977, the Cooperative leadership had been considering ways to get involved with Central and South America, and the Caribbean. Breuder approached the Organization of American States about the possibility of sponsoring a conference for members of the OAS which would inform the participants about the capabilities of community colleges in manpower training and technical assistance in technical and vocational training. He received initial encouragement from Dr. Michael Alleyne, then assigned as deputy director of the Department of Educational Affairs. The Cooperative then secured a grant from the OAS for $18,000 and a grant from the Tinker Foundation for $10,000 to support the conference. The conference, entitled "Mid-Level Manpower Training in Postsecondary Education," was held at Brevard Community College in Cocoa, Florida, September 23-29, 1979. It was attended by representatives from 23 OAS member countries, members of the OAS staff, and representatives from all of the Cooperative colleges. A comprehensive report of proceedings was published in English and Spanish.

The conference had two important outcomes for the Cooperative. It was the first of many successful collaborations between the OAS and the Cooperative, and it led to the acquisition of the Cooperative's first South American client, the Republic of Suriname. The Suriname representative at the conference was Roy G. Adama, then the inspector general of vocational and technical education at the Suriname Ministry of Education. Adama was interested in teacher training and invited Breuder to visit Suriname. Breuder went to Suriname in December, where he and Adama developed the first Bilateral Education Agreement between the Cooperative and the Ministry of Education.

The agreement called for the training of 132 Surinamese educators over a three-year period. The training programs varied from one month to three years, with most of the training to be accomplished at Cooperative colleges. The cost of the training was estimated to be $907,000, of which the Ministry subscribed to $532,000. The parties agreed to collaborate on grant applications to the OAS and other funding agencies to secure the rest of the funds needed.[11] The first thirteen students arrived at Cooperative colleges in September 1980.

The agreement was important to the Cooperative for many reasons. The initial work under the agreement provided valuable experience in training students from another country and in managing international projects. Coordination, communications and fiscal procedures developed in the Suriname projects were transferable to other projects. The success of the initial projects established the basis for the strong working relationship that still exists between Suriname and CCID.

In February 1980, the Board of Directors met in Lake Buena Vista, Florida, in conjunction with the Cooperative's third annual conference. The Board had by then settled into the pattern of offering an open conference on international education each winter, and a smaller invitational conference each summer. The Cooperative perceived the winter conference as a partial fulfillment of its national leadership role in advancing the cause of community colleges in international education. The conference also provided income that could be used for operations. The summer conference was used for discussion and planning. Attendance was generally limited to Cooperative members and guests. Board meetings were scheduled at both conferences.

The February 1980 meeting dealt with several planning items, including a proposed conference in Barbados as a follow-up to the OAS conference in Florida, Taiwan activities, a proposed visit to Israel and the status of Suriname projects. Organizational matters were also considered. A maximum of ten members was approved. Annual membership dues were set at $1,000. It was agreed to apply for non-profit status with the Internal Revenue Service, and to file a tax return. Navarro Community College's resignation was approved, and three new members were accepted:

- Pasadena City College, Richard Meyers, President.
- Seattle Community College District, John Casey, Chancellor.
- Waukesha County Technical Institute, Richard Anderson, Director.

This action increased the membership to nine colleges. The Board also approved the second agreement with the Republic of China, Taiwan.[12]

Activities with Taiwan continued to move forward. At the August Board meeting, Shively reported that Bunker Hill had placed 48 Chinese faculty at 17 community colleges. This was the first time that it was necessary to move beyond the Cooperative membership to provide resources to meet project commitments. Two visits of U.S. educators to Taiwan were conducted, and a group of Chinese presidents visited the United States. Cooperative faculty were also sent to Taiwan to conduct ESL workshops.[13]

The summer study program at the University of Konstanz was developed with the help of Jean Marcus of CIE and Werner Kubsch, who provided the contacts with the university and managed the travel and logistical support. Brevard was CCID sponsor, and the program was open to all CCID colleges. The program offered two weeks of travel in Europe, followed by two weeks in residence at the university. The academic courses were taught by community college faculty, accredited by Brevard and transferrable to other colleges. In the summer of 1980, 68 students were enrolled. This was a popular program and was continued in various forms under the sponsorship of Brevard and later under the sponsorship of Delaware County Community College.

Further organizational changes were made to facilitate operation as a corporation. The fiscal year was established as July through June. An annual external audit of the financial records was authorized, and a security bond was authorized for chairman and executive director. Because of a conflict with Florida law over the term "cooperative," the name of the corporation was changed to Community Colleges for International Development, Inc. The Board intended to preserve the term "Cooperative" as a working title, but the acronym CCID soon became popular and eventually became the preferred working title. The CCID bylaws were approved by the Board in November, and it was decided to prepare a procedures manual for the consortium. On the recommendation of the auditor, the Board also decided to eliminate the affiliate membership. The affiliate membership had never been used, so there was no practical impact on the organization. CCID also published its first corporate marketing brochure.

By the end of 1980, CCID had developed the organizational structure and operational philosophy that would support the continued development of the consortium. It had acquired two major overseas clients, the Republic of China, Taiwan, and the Republic of Suriname, both of whom are still active with CCID. The successful winter and summer conferences had set a pattern that would be continued. CCID had developed good working relationships with AACJC and CIE. All of the elements were in place for continued success.

CHAPTER 1
NOTES

1. Robert L. Breuder. Letter to Maxwell C. King, October 21, 1992

2. Ibid.

3. Ibid. The new organization took the name "Community College Cooperative for International Education." The name was changed to "Community Colleges for International Development" when the organization was incorporated. This was done because Florida law has specific requirements for cooperatives which were not applicable to the organization.

4. Cooperative Executive Committee, Minutes of Meeting, September 21, 1978.

5. Ibid. This is the first mention of a dual membership policy for the Cooperative. The affiliate concept was abandoned in 1980 for administrative reasons. No affiliate members had been accepted. As will be seen, the affiliate concept was revived and instituted in 1986.

6. William A. Harper. Trip to Taiwan. Community and Junior College Journal, September, 1978

7. The international situation in the 1970's lends some rationale for positive reaction of the Republic of China to the initial Cooperative interest. In 1971, Taiwan lost its seat in the United Nations to the People's Republic of China. It lost additional international support because of the unilateral termination of the United States-Taiwan Security Pact (1978) and U.S. recognition of the People's Republic of China (1979). The Republic of China Embassy was reorganized as the Coordination Center for North American Affairs (CCNAA), and continued its efforts to promote trade and friendship with the United States. Through educator visits and other program activities, CCID has helped to develop many friends for the Republic of China, Taiwan.

8. The Consortium for International Education was the U.S. subsidiary of Studiosus Reisen Munchen, the largest student travel company in Western Europe. The president of Studiosus Reisen, Dr. Werner Kubsch, took an early interest in CCID, which continued until his death in 1992. The Dr. Werner Kubsch Award for Outstanding Achievement in International Education is sponsored by CCID and Studiosus Reisen Munchen. The president of CIE, Ms. Jean Marcus, was an important part of the cooperation with CIE and Studiosus and personally participated in several joint projects.

9. Robert L. Breuder and Maxwell C. King. A Cooperative in the World Community, Community and Junior College Journal, March, 1979.

10. Community College Corporation for International Development, Inc., Articles of Incorporation, filed on May 23, 1979, with the State of Florida Department of State.

11. Robert L. Breuder and Roy G. Adama. International Cooperation Through Vocational Education. Unpublished

12. Executive Board, Minutes of Meeting, February 19, 1980.

13. Executive Committee, Minutes of the Meeting, August 8, 1980.

CHAPTER 2

GROWTH AND DEVELOPMENT 1981-1985

Nineteen eighty-one was a year of transition for CCID. Dr. Seymour Fersh, formerly the director of international services at AACJC, was employed by Brevard Community College. Two of his duties were to work with CCID in writing grant proposals and to assist with research, policy development and other projects.[1] Fersh had extensive experience in international education and had been a Fulbright Scholar to India. He worked directly with Breuder in the Office of the Executive Director.

The first Board meeting of 1981 reflected a continuation of project activities and an interest in developing new projects and contacts. In his Chairman's report, Max King stressed the importance of international education as an inservice development process for faculty and staff. Dates were confirmed for the 1980 summer conference and the 1981 winter conference. Progress reports were made on a common international student application, the status of the Suriname teacher training project, revision of the Taiwan agreement and the summer study program at the University of Konstanz, West Germany. Project initiatives were discussed for the Dominican Republic, Saudi Arabia and Thailand. The colleges also reported on their individual international activities. Pasadena City College reported a record enrollment of over 500 international students.[2]

The Konstanz program continued to do well. In 1981, six CCID colleges sent a total of 57 students; five students were enrolled from non-member colleges. Four CCID faculty accompanied the students as instructors and advisors.

In June 1981, Breuder accepted the presidency of Williamsport Area Community College. King appointed James G. Humphrys, an administrator at Brevard, to assist in the transition to a new executive director. His first duties concerned the management institute for Suriname educators to be conducted at Brevard in August. This institute was a five-week program at Brevard to train 18 Suriname school principals and administrators in education administration and management. The project was supported by a $50,000 grant from the ALCOA Foundation. The institute director was Elena Flom, a dean at Brevard. Humphrys and Flom went to Suriname in July to interview the students and to coordinate the details of the institute with the Ministry of Education. Humphrys and Adama also began discussion on the content and management of a Caribbean regional conference to be conducted in 1982 in Suriname.

The annual meeting of the Board of Directors was held on August 3, 1981, at Rockport Maine. This was in conjunction with the summer conference. Humphrys was appointed executive director, vice Breuder. The Board reviewed its membership status (which consisted of nine members and one vacancy), confirmed its intent not to increase membership beyond ten members, and agreed to seek an appropriate college to fill the vacant slot. The Board also approved a proposed revision to the Taiwan agreement, which had been prepared by Breuder and Roland Terrell of FCCJ. Terrell also reported that USOE had approved the FCCJ proposal for a group study abroad project in Sierra Leone, including participation of other CCID colleges.[3]

The Suriname management institute was conducted at Brevard in August and September. The classes were taught by Brevard faculty and administrators. The students were experienced educators and absorbed instruction easily. Over the next ten years, they provided the core group of professional administrators in the Suriname vocational educational system.

In September, 14 Suriname students returned to five CCID colleges for the second year of the teacher training project. Seven additional students were also enrolled, bringing the total to 21. Project funds were provided to CCID by the Ministry of Education and were managed by the Executive Director. CCID was responsible for financial reports to the Ministry, based on reports submitted by the colleges. Some difficulty was experienced in receiving timely transmission of funds. In these cases, CCID advanced the funds necessary to keep the projects on schedule. The Suriname Ministry invited a CCID planning group to visit Paramaribo in November. In October, CCID received informal notification that OAS would fund short-cycle teacher training at CCID colleges under the provisions of the Suriname agreement.

As the number of projects and activities increased, the International Education Directors became more and more important to CCID affairs. Although the direct involvement of the presidents was crucial in setting policy and in providing support for projects, by 1981 the IEDs had become the most frequent institutional points of contact for the Executive Director. Project coordination and operational matters were conducted routinely through the IEDs. Each IED was responsible for keeping the college president informed of his/her activities. Quarterly IED meetings were important for coordination, planning and information on international activities at each member college.

In October, the IEDs met in New Orleans. A work plan for the Caribbean conference in Suriname was developed, with Florence Darlington providing the leadership. The group also agreed to revise the CCID marketing brochure and approved a proposed table of contents for the CCID procedures manual. Roland Terrell presented the text of the proposed revision of the Taiwan agreement, based on the concepts approved by the Board of Directors. Health and accident insurance for project participants was discussed, and guidance was issued for the preparation of the Suriname student budgets for calendar year 1982. Plans for the next winter and summer conferences were discussed.[4] This pattern of activity was generally followed at all IED meetings.

In November 1981, Humphrys went to Taiwan as leader of a group of community college educators. Based on this experience, he made the following recommendations to the Board of Directors.

- Each member president can nominate a president or board member for each visit.
- The Executive Director should continue to coordinate the visit.
- A CCID president should be designated as group leader for each visit.
- A pre-departure briefing should be held in Los Angeles, conducted by the group leader or other CCID representative.

- o Spouses should not be included on future visits.

All were approved by the Board and were generally followed for the next two years.[5]

In November, CCID sponsored the visit of Tom Millard, IED from Waukesha County Technical Institute, to Korea on a project development assignment. He met with government officials and educators and visited several colleges[6].

In December, King led a planning group to Paramaribo to coordinate the plan for the Caribbean conference. The group included Fore, Wygal and Humphrys. They met with Adama, the Minister of Education and OAS representatives and prepared working papers for presentation to the CCID Board.

The Fifth Annual Conference on International Education and the Community College was held in San Diego, California, in January, 1982. Pasadena City College hosted the conference, including site management and program. This was the first winter conference to be held at a location other than Walt Disney World. The minutes of the Board of Directors meeting on January 23 reflect a wide variety of activity. The Board heard and approved recommendations on the educators visits to Taiwan, noted above. After discussions with Michael Alleyne, and receiving assurances of support, the Board approved the recommendations of the Caribbean conference planning group. Shively reported placing 42 faculty from Taiwan at community colleges throughout the United States. The Board also reviewed and approved criteria for membership in CCID and an administrative procedure for nominating and approving new members.[7] Millard reported on project development in Korea. The Board approved expenses for Terrell of FCCJ to investigate the establishment of a CCID center in Greece.[8]

The Caribbean conference in Paramaribo, Suriname, was a watershed event for CCID and its relationship with OAS, Suriname and the Caribbean region. The conference was planned as a follow-up to the 1979 OAS/CCID conference. The purpose of the Caribbean conference was to address international and regional cooperation between countries in the Caribbean region. Seven major conference objectives were established, including the development of a technical/vocational education action plan for each country, the development of national and regional education projects that could be funded by OAS, and the design of a plan for projects that did not depend on external funding.

OAS and CCID contributed $10,000 each to fund the conference. The Republic of Suriname provided conference facilities, local transportation and hospitality. CCID was responsible for the administration of the conference, including funds, international transportation and the conference program. Humphrys served as the conference director and Seymour Fersh was program coordinator. Grenada, Guyana, Jamaica, Netherlands Antilles, Saint Vincent and OAS sent representatives. Suriname designated 25 participants, many of whom had attended the management institute at Brevard the previous fall. In addition to Humphrys and Fersh, the following CCID representatives attended:

- Richard Anderson, Director, Waukesha County Technical Institute.
- John Casey, Chancellor, Seattle Community College District.
- Fred Fore, President, Florence Darlington Technical College.
- John Kotula, President, Delaware Technical and Community College.
- Harold Shively, President, Bunker Hill Community College.
- Bill Stewart, President, Kirkwood Community College.

The conference was held April 19-22, 1982, at the Torarica Hotel in Paramaribo. It was an excellent working conference, with all of the CCID representatives participating. Fersh and Humphrys wrote a comprehensive conference report which was published by CCID.[9] In addition to meeting the conference objectives, valuable contacts were made with the Caribbean participants, most of whom had later contact and involvement with CCID.[10]

In July 1982, Florence Darlington Technical College and Pasadena City College resigned from membership. The application of Tri-County Technical College, Don Garrison, president, was approved by the Board in October.[11] Coordination responsibilities for the Taiwan agreement were reviewed.[12] ESL and technical workshops were conducted in Taiwan during the summer by CCID faculty. Thirteen Suriname students, having completed their technical programs, moved to Seattle Community College District for the pedagogy portion of the program. FCCJ sent a planning group to Suriname to prepare for teacher training to be conducted at FCCJ in 1983.

Bunker Hill hosted the September meeting of the IEDs. In order to increase the effectiveness of project coordination, the ROC Ministry of Education invited Humphrys to bring four International Education Directors to Taiwan. The visit was conducted in November.

In January 1983, FCCJ began a five-month Suriname teacher training project funded by OAS. Ten students who already possessed vocational skills and experience through industrial employment, received instruction at FCCJ in pedagogy and specialized subject disciplines. When the students graduated in May, all were qualified to present instruction in the Suriname vocational high schools. In June, Delaware Technical and Community College sponsored a special training program for six Suriname students who were enrolled in technical programs at Del-Tech and Williamsport.

In June 1983, 13 Suriname students graduated from the pedagogy curriculum at Seattle. Twelve returned to Suriname and became teachers in the vocational school system. One student remained in the United States to attend a four-year college.

In February 1983, John Casey was the leader for a visit of U.S. educators to Taiwan. Casey reported that the pre-departure briefing was very helpful to the participants and that providing a CCID group leader assisted both hosts and guests.

At their February meeting, the Board of Directors approved the membership application of Coast Community College District, Norman Watson, president. The Board also approved plans to host 12 ROC educators at the AACJC convention in April. A committee was appointed to meet with Dale Parnell, president of AACJC, to discuss cooperation with AACJC and the AACJC international consortium, ACIIE.[13] John Casey brought an invitation from the Postsecondary International Network (PIN), a consortium of colleges in Canada, the United States and Great Britain, to attend a summer conference in England.[14]

The 1983 AACJC convention was held in April in New Orleans. The hosting of the ROC educators followed the pattern that was to continue for future conventions. Coordination was the responsibility of the Executive Director, who registered the guests for the convention and made hotel reservations. The guests were met at the airport and taken to their hotel. CCID personnel assisted the guests with their convention itinerary and accompanied them to the opening ceremony. CCID also sponsored a dinner for the visitors, CCID personnel attending the convention and other special guests. After the convention, the guests proceeded to Jacksonville, where FCCJ presented a two-day institute on educational management. FCCJ, Waukesha and Bunker Hill provided faculty for the institute.

In June, King and Humphrys visited the British Virgin Islands to discuss possibilities for establishing a community college there. ESL and technical workshops were presented in Taiwan during the summer. In July, John Casey left Seattle Community College District to assume the presidency at Pasadena City College. Dr. Donald R. Phelps was appointed chancellor of Seattle Community College District. At the November IED meeting, responsibility for the coordination of the Taiwan technical workshops was assigned to Tri-County. Six community college educators visited Taiwan in December.

In January 1984, Millard and two IEDs visited Taiwan to discuss coordination of projects and changes to the agreement between CCID and Taiwan. Millard continued on to Singapore to look into possibilities for CCID projects.

Dr. Donald Matthews, community college liaison with the United States Information Agency, addressed the Board of Directors at their February 1984 meeting. Matthews reported that Georgetown University and Kirkwood Community College had been selected to conduct a USAID pilot program to send Latin American students to community colleges in the United States. He estimated that as many as 2,500 students might be involved over the next several years.[15] This was the beginning of the USAID Central America Scholarship Program (CASP), which was eventually to involve many CCID colleges.[16]

Seymour Fersh distributed a 26-page report on CCID activities and progress to each member college.[17] A review of the major sections of the report gives some insight into CCID interests and activities at that time.

- o Membership in CCID
- o CCID Publications
- o Annual Conference on International Education
- o Summer Invitational Conference
- o Summer Study Program at the University of Konstanz
- o Republic of China: Bilateral Agreements
- o Republic of Suriname: Bilateral Agreement
- o Republic of Korea: Continuing Negotiations
- o International Education Activities at CCID Member Colleges

The above represented a high level of activity for the member colleges and the Executive Director. Without the direct support of the presidents it could not have been sustained, since the IEDs and other participants all had full-time responsibilities at their colleges. Resources for projects were more dear, also. Although the operational principle was to involve as many faculty as possible, it was sometimes necessary to send teachers back to Taiwan for the second or third time. Discussions among the presidents and IEDs supported the desirability of finding external funds to support the Office of the Executive Director and to meet institutional expenses. Increasing membership was discussed as a method of expanding CCID's project capability.

In April 1984, CCID hosted 12 ROC presidents at the AACJC convention in Washington, D.C. This was followed by a two-day management institute at Delaware Technical and Community College. Summer ESL and technical workshops were conducted in Taiwan. Twenty-five Taiwan faculty were placed at U.S. community colleges in September for a minimum of one semester.

The relationship between CCID and Studiosus Reisen Munchen continued to expand. In addition to providing logistical support for the Konstanz program, Studiosus, through CIE, was providing study abroad program assistance to several CCID colleges. Werner Kubsch invited the CCID presidents to visit potential study abroad sites in Europe. The visit was conducted in September. Kubsch set the itinerary and personally accompanied the group, along with Jean Marcus from CIE. The group visited Munich, Konstanz, Paris, Canterbury and London.

Two Suriname projects were completed in 1984. Kirkwood Community College hosted two Suriname educators for one month to study development and use of audio-visual training aids. Three CCID faculty from Brevard, Coast and Del-Tech presented workshops in Suriname on home economics, machine tools, and use of microcomputers in school administration and instruction.

By the end of 1984, the operational philosophy of CCID had been refined through experience with international education projects and work with member colleges. The following were the most important internal aspects of this philosophy.

- o Participation and support by member presidents is crucial to the success of CCID. Presidents provide the clout within their colleges and in dealing with external organizations.
- o Informal communication and coordination should be used when possible. Use IEDs when possible.
- o Community colleges should have a strong capability to provide technical assistance to developing countries. CCID should pursue technical assistance contracts on behalf of its members. Member colleges should also include CCID and its members in developing technical assistance contracts and international projects.
- o A primary objective is to "internationalize" the member colleges. Members are encouraged to develop their own international agenda and to participate in CCID activities to fulfill their agenda.
- o CCID should have the capability to compete successfully for technical assistance contracts on behalf of the consortium and to manage the contracts that it secures.

There was also general agreement on the following external objectives.

- o CCID should seek national recognition as an authority on international education and the community college.
- o CCID should provide national leadership and services in international education to US community colleges. This can be done through national conferences, cooperation with other colleges and organizations on international projects, and by sharing CCID's experience.
- o CCID should develop credibility as a technical assistance contractor at the national level.

CCID project development ability was improved by securing the services of Don Matthews. Shively had talked to Matthews about working in international education at Bunker Hill Community College when he finished his assignment at USIA in the spring of 1985. Shively also discussed this with the CCID Board and offered to allocate part of Matthews' time for CCID project development. The Board was very receptive, and allocated $5,000 for Matthews' CCID project development expenses. Matthews was hired at Bunker Hill in June 1985.

The membership structure was central to the development of strategic and operational plans. In July, the Board approved membership applications from Humber College, Dr. Robert A. Gordon, president, and Baltimore County Community Colleges. Dr. John M. Kingsmore, Kingsmore, President of Catonsville Community College represented the Baltimore colleges.[18] This required raising the membership limit to 11 members. In order to accommodate the application from Humber College, located in Toronto, the Board also lifted the restriction on non-U.S. college members. Humphrys prepared a strategic planning survey for the presidents and IEDs. The Board reviewed a summary of the responses in October. The consensus was that CCID should plan on moderate membership growth and should improve its project development capability.

Shively chaired a membership committee which made recommendations to the Board in October 1985. The following were approved.

- o Accept no further members until after a reexamination of CCID objectives and internal operations procedures.
- o Develop written procedures for project development, member college obligations to CCID, participation criteria for presidents, and periodic membership evaluation.

Two CCID presidents changed positions in 1985. Bill Stewart went to State Center Community College District as chancellor and was replaced at Kirkwood by Norman R. Nielsen. Ben Wygal resigned from FCCJ and took a position in the health care industry. He was replaced by Dr. Charles C. Spence.

Projects with Taiwan continued. The ROC presidents attended a management institute at Waukesha in April following the AACJC convention. Two U.S. educator visits to Taiwan were conducted. Summer ESL and Technical Workshops in Taiwan were conducted, and received good evaluations. The Chinese expressed their intent to develop a long-range (five to ten-year) agreement with CCID.

Suriname was experiencing further political problems, which had led the Netherlands to rescind their financial support of the Suriname government. By 1985, the Ministry of Education was unable to fund further projects, and it was necessary to rely on OAS and other external funding sources. Two OAS-funded projects were conducted in 1985: a three-week internship at FCCJ for three vocational educators and a three-week curriculum development workshop in Paramaribo, presented by faculty from Bunker Hill.

Nineteen eighty-five also saw increased international education activity by other community colleges and groups. It was beginning to be accepted that community colleges should be involved in international education. Some colleges were including international education in their statements of purpose and were developing policy statements on international education. Summer study abroad programs were widespread. Community colleges were also beginning to be regarded as a source for good technical training at reasonable cost.

The CCID Board was aware of these developments. The Board was committed to maintaining a national presence through cooperation with other organizations and through the development of programs worthy of national recognition. In Board discussions, there was consensus that CCID needed access to more colleges and that there was a need to position the consortium to take advantage of the increased opportunities that appeared to be forthcoming. The Board also anticipated the need to develop procedures for communication and coordination between a larger number of members. All of these issues would be addressed in a substantive way in 1986.

CHAPTER 2
NOTES

1. Board of Directors , Minutes of Meeting, January 14, 1980.

2. Ibid.

3. Board of Directors , Minutes of Meeting, August 3, 1991.

4. International Education Directors, Minutes of Meeting, September 30 - October 1 1981.

5. The recommendations were made to provide some structure to the nomination process, to provide for a well-prepared leader, and to ensure that CCID was properly represented to the Chinese and members of the visiting group. It was already obvious that we would have the opportunity to nominate a great many non-CCID educators and that this had good public relations implications for CCID in the US educational community. At that time, the Chinese were paying all expenses for the visitors and spouses. The intent of excluding spouses was to reduce expenses for the Chinese and to provide for a more professional visit. The "no spouse" policy was generally followed until the Chinese proposed to invite spouses, with transportation to be paid by the guest.

6. CCID Board of Directors, Minutes of Meeting, January 24, 1982.

7. The procedure called for membership invitations to be extended by a member college after the Board had agreed to seek a new member. The application would be processed by the member college and distributed to each member college and the Executive Director at least 60 days before formal consideration by the Board. A two-thirds vote by the Board was required for approval.

This procedure remained unchanged through 1992. In practice, however, the Office of the Executive Director generally assumed the responsibility for the receipt and processing of the application. The requirement for sponsorship by at least one member was always followed, and sponsors served as advocates when the application was considered by the Board of Directors.

8. CCID Board of Directors, Minutes of Meeting, January 23, 1982.

9. Seymour Fersh and James G. Humphrys, A Report of the Caribbean Conference: Mid-Level Manpower Technical/Vocational Training Projects, CCID, 1982.

10. The notable exception was Grenada. The United States invasion of Grenada in 1983 deposed the Marxist government, and contact was lost with Kenneth Braveboy, the Grenada representative. All of the other countries had contact and, in some cases, projects with CCID. The most recent is Guyana. Their representative, Sidney Walters, collaborated with

St. Louis Community College in the development of a UDLP grant between CCID and Guyana, which was funded by USAID in 1993.

11. CCID Board of Directors, Minutes of Meeting, October 14, 1982.

12. The original concept for administering the Taiwan agreement was to assign coordination responsibility for each article of the agreement to a member college, with overall responsibility remaining with the Executive Director. This worked quite well. At the IED meeting in September 1982, coordination responsibilities were confirmed for the following year.

Article 1 - Professional Training for ROC Teachers - Bunker Hill
Article 2 - Faculty and Staff Exchange - Kirkwood
Article 3 - English Language Workshops - Seattle
Article 4 - Technical and Management Training Workshops - FCCJ
Article 5 - Visit of ROC Presidents to the U.S. - Executive Director
Article 6 - Educational Materials Exchange - Del-Tech
Article 7 - Student Extra-Curricular groups - FCCJ

13. CCID Board of Directors, Minutes of Meeting, February 6, 1983.

14. Casey and Humphrys attended the conference, held at the British College of Further Education.

15. CCID Board of Directors, Minutes of Meeting, February 12, 1984

16. Donald R. Matthews. Letter to Maxwell C. King, October 8, 1993.
"Initially Father Bradley came to USIA to see if they would be interested in sponsoring a scholarship program for Central American students, anticipating the Kissinger Report due out in late 1982. USIA expressed no interest but Bradley was referred to me to discuss the matter, assuming that community colleges might be the place for such a program. The rest, as is said, is history. Bradley agreed with me that community colleges were indeed the place for such a program. He got dedicated funding for the project from AID and the first institutions involved in the project were Kirkwood CC, Waukesha, and El Paso CC, the first two long standing CCID members. I guess that most if not all CCID colleges have hosted a CASP, CAPS, or other acronym derivative program at ont time or another. I dare say that this and related programs have had a significant impact on CCID colleges individually and the organization as a whole, in building CCID's reputation and competence in contract training programs."

17. Seymour Fersh Community Colleges for International Development Inc. in 1984: Looking Backward/Forward, unpublished.

18. The Baltimore County Community Colleges consisted of three colleges: Essex Community College, Dundalk Community College, and Catonsville Community College. The district had a Board of Trustees but no chief executive officer. One of the college presidents was designated to serve as secretary to the Board of Trustees, with the responsibility of coordinating college recommendations, budgets, Board agendas, and other matters requiring Board attention or action.

CHAPTER 3

EXPANDING MEMBERSHIP AND ACTIVITIES 1986 - 1988

In February 1986, Humphrys presented the final draft of the CCID Operational Procedures Manual to the Board of Directors for review and approval. The manual was directly responsive to the October 1985 recommendations of the membership committee, and was intended to consolidate all of the relevant information on the philosophy of CCID and the operational procedures used in accomplishing routine business. The chapter titles reveal the scope of the manual.

- Purpose and Organization
- Membership
- Records and Correspondence
- Fiscal Administration
- Project Development and Administration
- Consultants
- CCID Conferences

The CCID bylaws were included as an appendix, as was the membership directory.[1] The format and content of the manual was largely the work of the International Education Directors Committee. Writing, publication, distribution and revision of the manual was the responsibility of the Executive Director. The Board approved the draft, and the manual was published and distributed to all members. It became the single best source of operational information about CCID. A revised 20-page descriptive brochure on CCID and its membership was published by the Office of the Executive Director in February.

Discussion of CCID's national role continued in both Board and IED meetings. Interest in sponsorship of a national international education award continued. The IED Committee prepared a concept for the award which was reviewed by the Board, but no decision was made. The Board also approved publishing a quarterly CCID newsletter for distribution to a nationwide mailing list. Bunker Hill was responsible for writing and distributing the newsletter. Don Matthews was the first editor. Under Matthews' leadership, the CCID "International News" became a sophisticated and informative publication and was well received by community colleges and the international education community.[2]

Don Matthews developed a project with the Latin American Scholarship Program of American Universities (LASPAU) to place Latin American graduate students in internships at CCID colleges for two to four weeks. The interns observed community college instruction and administration, in a mentor relationship with the college faculty and staff. The first five interns were assigned in the spring of 1986. Over a period of three years, 25 to 30 interns were placed at CCID colleges. The program was funded by LASPAU and included a placement fee to CCID and a program payment to each participating college.

The Board met in April in Orlando. A new agreement with Taiwan was approved. The Board also reviewed a summary of member participation in CCID activities and concluded that all had met their requirements. Humphrys presented a budget proposal for the 1987 fiscal year which included a dues increase and the establishment of associate memberships. The Board approved increasing membership dues to $2,000 but deferred action on associate memberships pending further study by committee. The Board also appointed a membership committee to make recommendations on an appropriate membership structure at the July Board meeting.[3]

The membership committee met in Toronto on April 29. The members were Richard Anderson (chairman), Robert Gordon, Harold Shively and Jim Humphrys. Since the membership structure should support the operations of the organization, the committee first considered operational goals for the next five years and made the following recommendations.

- Increase the number of CCID international education projects.
- Increase foreign student enrollment at member schools.
- Provide increased opportunities for students to study abroad.
- Provide increased opportunity for faculty exchanges.
- Provide increased opportunity for professional development of faculty and staff.
- Improve the credibility of CCID as a contractor or subcontractor for international education projects.
- Improve CCID's capability to "broker" projects. This visualizes using both member and non-member institutions as appropriate.
- Establish a consulting service for non-member schools.
- Establish permanent CCID representation in Washington D.C.

To support these goals, the committee recommended increasing the membership by:

- Increasing the number of members to twenty by 1990.
- Establishing a new category of affiliate memberships and accepting up to 50 affiliates by 1990. The committee recommended a concept for affiliate membership, including rights and responsibilities, and a procedure for extending invitations for affiliate membership.

The committee also considered the impact of the new membership structure on CCID, and provided observations and suggestions in the areas of governance, in-house communications, publications and administrative support. It concurred with continuing the policy of meeting CCID administrative requirements through college employees but recommended increasing CCID's payments for secretarial support at Brevard and Bunker Hill.[4]

The membership committee report was published in May and furnished to the membership for review prior to the July Board meeting. The Board approved the committee recommendations at their meeting on July 27 and also approved changes to the bylaws and procedures manual to implement the recommendations.[5] Membership applications from the following colleges were approved.

- o Broome Community College, Donald W. Beattie, President
- o State Center Community College District, Bill F. Stewart, Chancellor
- o Pasadena City College, John W. Casey, President[6]

In October, the Board approved applications for affiliate membership from Bergen Community College, Hillsborough Community College, St. Louis Community College and Sinclair Community College.

In 1986, Waukesha accepted the responsibility for coordinating CCID activities with Taiwan, except for the educators' visits, which remained the responsibility of the Executive Director. CCID again sponsored the attendance of the ROC presidents to the AACJC convention and a management institute at Tri-County Technical College following the convention. Summer ESL and technical workshops were conducted.[7]

The nuclear accident at Chernobyl in April 1986 had a devastating effect on summer study abroad programs. Because of the uncertainty as to the extent of the damage and the effect of the radioactive fallout in Europe, many programs were cancelled. The enrollment in the Konstanz program was reduced to 12 students. Bunker Hill continued planning for a semester program in London to begin in 1987.

In August, Bunker Hill held a follow-up workshop in Boston on curriculum development for Caribbean participants in the Paramaribo workshop held the previous year. CCID contributed $3,000 for the workshops. The participants and their sponsors paid for the other costs. Kirkwood sent two faculty to Suriname in October to conduct an audio-visual workshop. CCID also purchased and delivered $12,000 worth of audio-visual equipment. Funds for this project were provided by OAS; however, OAS funding constraints forced the postponement of two other workshops scheduled for October.

Studiosus Reisen Munchen agreed to cosponsor a CCID national award for achievement in international education to be presented to community college educators.. The cosponsorship agreement was valid for ten years. The award was named "The Dr. Werner Kubsch Award for Outstanding Achievement in International Education," in honor of the founder of Studiosus. The award consisted of a plaque of recognition and a one-week visit to Europe, plus attendance at the presentation ceremony during the CCID winter conference.[8] Invitations for nominations for the award were published in September 1986.

In recognition of the increased administrative work load in the Office of the Executive Director, Brevard assigned a full-time secretary to CCID support. Suzanne Leslie had performed these duties on a part-time basis since 1982. She began her full-time assignment in August 1986. The Executive Director also supervised a part-time bookkeeper. The CCID financial records were converted to a computer accounting system in 1986. In October, the IED Committee prepared a report on uses for a CCID data base.[9]

CCID and Werner Kubsch realized that in addition to study abroad, the Presidents' European Program could also serve as a vehicle for CCID to make contact with foreign governments and educational institutions and to promote CCID as a partner for technical assistance and cultural exchange. King and Kubsch selected Eastern Europe as an area that had both study abroad and project development potential. The program was conducted in December 1986. The itinerary included educational institutions in Austria, Hungary, Czechoslovakia and East Germany. This visit resulted in agreements of cooperation with the Technical University of Budapest and Czech Technical University in Prague.[10] Both agreements required subsequent negotiation. The Technical University of Budapest sent its rector and international affairs dean to visit CCID colleges in the spring of 1987, and the final agreement was signed. The agreement with Czech Technical University was not concluded until Shively and Humphrys visited Prague in November 1987.

The first winner of the Dr. Werner Kubsch Award was Dr. Hugh A. Adams, president emeritus of Broward Community College. The award was presented at the tenth annual conference in February 1987. Organizational matters received priority at the February Board meeting. Thirteen colleges were accepted as CCID affiliates, bringing the membership to 13 members and 17 affiliates.[11] Four more affiliates were received in July.[12]

The Board authorized the Executive Director to negotiate a contract with Waterman and Associates, a governmental relations firm, to serve as the CCID Washington representative. The contract was signed in March. In addition to general representation, the primary function of Waterman was to assist in project development. Don Matthews, the CCID director of project development, was the primary point of contact for Waterman. Diana Waterman, a principal in the firm, coordinated CCID matters. The Executive Director exercised overall supervision.

As part of the increased emphasis on study abroad, CCID and CIE jointly sponsored a seminar on marketing student study abroad programs. CIE paid the expenses of one representative from each member college. The seminar was held in Atlanta in February; seventeen college representatives attended. The London semester abroad program began in January with ten students enrolled.[13] The Konstanz program continued at a reduced level, with 15 students enrolled.

Richard Anderson led a CCID delegation to India in February, under the auspices of the United States Educational Foundation in India (USEFI). CCID signed an agreement of cooperation with ASCUN, the Association of Colleges and Universities in Colombia. Humphrys visited Colombia in June and signed a further agreement with the University del Valle, in Cali.[14] The agreement with the Technical University of Budapest (TUB) was signed in May, and faculty exchanges began in September. Four CCID faculty were assigned to TUB, and three TUB faculty were assigned to CCID colleges. Shively and Humphrys went to Budapest and Prague in November to evaluate the TUB exchanges and to follow up on contacts with Czech Technical University in Prague (CTU). Shively signed for CCID on an agreement of cooperation with CTU which called for faculty exchanges to begin in 1988.

CCID again sponsored the ROC presidents' attendance at the 1987 AACJC convention, with a management seminar sponsored by Humber College immediately following in Toronto. Summer workshops were held in Taiwan. CCID coordinated one U.S. educators' visit to Taiwan in 1987. CCID also coordinated the United States itinerary of the Goodwill Mission from the National Kaoshiung Institute of Technology, which visited three CCID colleges.

The 1987 winner of the Werner Kubsch Award was Philip Gannon, president of Lansing Community College. The award was presented in February 1988 at the CCID winter conference in Washington, D.C. Werner Kubsch was present and participated in the presentation.

Emphasis on new project development continued in 1988. Don Matthews and Waterman and Associates kept in contact with major contractors and government funding agencies to develop partners in project proposals or subcontracting arrangements. The major new project proposals written by CCID were:

- The Trade Development Program Telecommunications Project. Coast Community College District was the lead institution, with Richard Brightman coordinating for CCID. The proposal was submitted to the United States Trade Development Program, but was not funded.
- Georgetown Development Education Program. The proposal was written in cooperation with Georgetown University. Don Matthews was the CCID coordinator. The proposal was submitted to USAID, but was not funded.
- University Affiliations Program Proposal. Written by Humphrys to support faculty exchanges between CCID and Czech Technical University in Prague, it was submitted to USIA and was funded for $50,000 over a three-year period.
- University Del Valle Regionalization Project. Written by Humphrys to support the establishment of six regional instruction centers by the University del Valle, it was submitted to the Tinker Foundation but was not funded.

In February 1988, Humphrys and Geza Gordos of TUB prepared a joint evaluation of the first faculty exchanges between CCID and TUB. The report stated that both parties had met their responsibilities in an acceptable manner and that the initial objectives had been achieved. Areas needing improvement were noted: pre-departure information for faculty, initial reception by the host institution, local transportation, medical insurance, and integration of faculty into the professional and social life of the host institution. The parties agreed on three reciprocal exchanges for the following year and a schedule for future evaluations.[15]

CCID and TUB agreed to develop a student program in Budapest for the summer of 1989. Rich Brightman, IED at Coast Community College District, was the CCID coordinator. The program was cancelled due to low enrollment but led to the development of a successful program for faculty the following summer. Brightman coordinated this project also.

The People's Republic of China (PRC) was aware of the attendance of the ROC presidents at the AACJC convention. The Taiwan delegation preferred that their country be referred to as the Republic of China, or as a compromise, Republic of China, Taiwan. A representative of the PRC embassy objected to AACJC that both terms were inappropriate and contended that the Peoples Republic of China was the only recognized Chinese republic. Ching Ping Lee, chief of the Cultural Division, CCNAA, asked CCID to present Taiwan's case to AACJC.[16] This was done by letter and by personal conversation between Max King and Dale Parnell, president of AACJC. At the AACJC convention in April, the delegation was introduced as Republic of China, Taiwan. This resulted in some strained relations between AACJC and the PRC embassy.

Eleven CCID faculty conducted ESL and technical workshops in Taiwan in 1988. CCID coordinated the visits of U.S. educators to Taiwan in January.[17] In April, three CCID faculty conducted workshops in Suriname on home economics, adult education curriculum development, and use of microcomputers. Humphrys was the CCID coordinator, and accompanied the faculty to Suriname for their first week.[18] Thirteen CCID faculty participated in a group study abroad program in Brazil for six weeks during the summer. Don Matthews was the program coordinator for CCID. Seventeen students were enrolled in the Konstanz summer program. Matthews placed 10 LASPAU interns with CCID colleges.

In March, King and Kubsch led a CCID delegation to Egypt and Greece. They visited educational institutions in Cairo and Athens. They also met with representatives of the Supreme Council of Egyptian Universities (SCU). CCID invited council representatives to visit CCID colleges. Professor Eldayed Hassanein, secretary general of SCU, and Professor Ismail Khodair, president of Suez Canal University, visited several CCID colleges in September. While at Brevard, they signed an agreement of cooperation between CCID and SCU.[19]

In July, the Board approved the membership application of St. Louis Community College, Michael Crawford, president. Three new affiliates, College of Dupage, Grant MacEwen College and Northwest Iowa Technical Institute, were also received in 1988.

In September, faculty exchanges between CCID and Czech Technical University were begun. CTU sent one professor to Delaware County Community College. Delaware County and St. Louis each sent one professor to CTU. Both colleges were CCID affiliates when the exchanges were arranged. The wisdom of encouraging affiliates to participate in CCID projects was clearly demonstrated, since there were more faculty opportunities than could be filled from members alone.[20] This was due to the operational reality that even though there were more than 30 CCID colleges, the number of faculty that were both qualified and available for any particular project was actually quite small. This provided further incentive to continue to increase membership.

The fall quarterly IED meeting was held in Washington, D.C. They agreed to develop a faculty fellowship concept for presentation to the Board of Directors. Dr. Tal Shehata from the University of Maryland led a discussion on project development in Egypt. The consensus was

that CCID should send a working delegation to Egypt with specific project proposals. The IEDs also recommended that CCID Washington representation by Waterman and Associates should be discontinued.[21]

While in Washington, Humphrys was approached by Edmund Gleazer on behalf of the Kazan Technological Institute in the USSR. Gleazer had been told of the institution by a Russian friend, Vladimir Vladislavlev, the first secretary of the Union of Scientific and Engineering Societies of the USSR. Gleazer was accompanied by Rosemary George, who had visited Kazan at Gleazer's request. She reported that the institute was interested in converting to a form of the community college model and was looking for a United States partner. Gleazer promised more information if CCID was interested.[22]

CHAPTER 3
NOTES

1. Draft Operational Procedures , Community Colleges for International Development, Inc. February 1986. Later, as the need dictated, five additional appendices were added: Affiliate Directory, Application for J-Visa, CCID Travel Voucher, International Education Director Job Description, and Project Report Format.

2. Matthews was editor until 1990, when the responsibility for the newsletter was assumed by Sinclair Community College. Bob Keener served as editor at Sinclair. CCID pays the cost of printing and distribution. The sponsoring college provides writing and editing services at no charge to CCID.

3. CCID Board of Directors, Minutes of Meeting, April 14, 1986.

4. Report of the membership committee, May 1986. This is a very important document to CCID, since it provides the basis for the first significant expansion of CCID. The affiliate membership concept has survived with very few changes. The concept did not include using the affiliate membership as the only path to full membership. This developed later, after the affiliate concept was well established.

5. CCID Board of Directors, Minutes of Meeting, July 27, 1986.

6. The approval of Pasadena was subject to visitation by Board representatives. John Casey resigned the presidency before the visit was made, and the membership process was not completed.

7. Tri-County was responsible for selection of technical workshop faculty, preparation of the curriculum and pre-departure briefing . Seattle had the same responsibilities for the ESL workshops. Waukesha coordinated both efforts and was the contact with Taiwan. A joint faculty meeting was generally held in April or May to finalize curriculum and administrative arrangements.

8. CCID was responsible for advertising the award, receiving nominations, selecting the winner and arranging for the presentation. Studiosus Reisen, through CIE, coordinated the European visit and paid the winner's expenses. Studiosus also paid the expenses of the winners' spouse, except for transatlantic travel.

9. Report of the Data Base Committee, October 1986. The committee thought the data base could be used to facilitate management of the organization, market CCID programs and expertise, and facilitate exchange of expertise among member colleges. The concept was further developed by the IED committee over the next three or four years, but remained a low priority because of cost, computer requirements at participating colleges. and the time required to write the program. In 1991, a programmer was hired to write the data base program. The initial program and manual were distributed to CCID colleges in January 1993.

10. Studiosus paid for the "land package." CCID provided an expense allowance of $400. The rest of the costs were borne by the participants. The participants were King, Humphrys, Beattie, Kingsmore, Nielsen, Garrison and Stewart. Werner Kubsch represented Studiosus Reisen. The Studiosus tour guide was Robert Eigen.

11. CCID Board of Directors, Minutes of Meeting, February 9, 1987. The new affiliates were British Columbia Institute of Technology, Central Arizona College, Chesapeake College, Community Colleges of Spokane, Cuyahoga Community College, Dallas County Community College District, Eastern Iowa Community College District, Horrey-Georgetown Technical College, Kansas Technical Institute, Lake City Community College, Normandale Community College, Portland Community College and Southwest Virginia Community College.

12. Community College of Allegheny County, Delaware County Community College, Elgin Community College, Metropolitan Community Colleges.

13. Harold E. Shively, Bunker Hill Community College, the First Twenty Years, Bunker Hill Community College, 1994. The courses offered included British literature, sociology of British culture, humanities in Britain, Western civilization and an independent study project. An important aspect of the program was the learning experience of living in the heart of London for four months."

14. The relationship with Colombia was promising, but political problems prevented it from reaching its potential. CCID and the University del Valle prepared a joint proposal for establishing regional instructional centers in the Cauca Valley. The proposal was submitted to the Tinker Foundation but was not funded. The only substantive activities were the assignment of a faculty member from UDV to teach at the Community Colleges of Spokane, and cosponsorship with the University of South Carolina of the visit of a UDV dean to work on joint project proposals. Eventually, travel restrictions in Cali precluded further visits by CCID.

15. Joint memorandum dated February 15, 1988, signed by Geza Gordos for TUB and James G. Humphrys for CCID.

16. CCID Board of Directors, Minutes of Meeting, February 7, 1988.

17. Beginning in 1988 the financial arrangements for the educators' visit were changed. Visitors were expected to pay for their transportation to Taiwan. The Chinese paid for all expenses in Taiwan. Spouses were invited on the same terms.

18. This was the first project in Suriname where all CCID faculty were female. Humphrys accompanied them to Suriname to assist in their travel, orientation and instructional arrangements. This was very successful, and it became CCID policy to send a coordinator to Suriname with workshop faculty.

19. As will be seen, several attempts were made to develop cooperative projects with SCU. None were successful. The most recent CCID contact visit to Egypt was in August 1992. The American University in Cairo has done some project development with CCID as a result of that visit.

20. Humphrys had initially planned to solicit project participation from members first, and then go to affiliates for the slots not filled by members. This was not operationally sound, since it prolonged the solicitation process and hampered responsiveness. It was philosophically flawed also, in that it unnecessarily restricted project opportunities for affiliates. General project solicitations were therefore sent to all CCID colleges at the same time. Selection was made based on qualifications. It was never necessary to choose between equally qualified faculty from a member and an affiliate college.

21. The recommendation to discontinue representation stemmed from financial considerations. Although the Washington representation had generated significant activity and some solid contacts, CCID had not generated enough project income to continue the arrangement.

22. Rosemary George, Report on Visit in Kazan, July 7, 1988. The visit from Gleazer and George was the first contact on the Kazan project. This led to a series of joint seminars with Russian educators, and continued project development. The three lead CCID colleges were FCCJ, St. Louis and Waukesha. CCID also established a cooperative relationship with Ohio State University in the development of this project.

CHAPTER 4

DEVELOPMENT IN A CHANGING WORLD 1989 - 1994

Nineteen eighty-nine was a year of extreme international turbulence. In May, the Hungarians declared an open border between Hungary and Austria, which led to the mass exodus of citizens from East Germany, and eventually the fall of the German Democratic Republic. By the end of the year, new governments were established in Hungary, East Germany, Czechoslovakia, Poland, Romania and Bulgaria. In Beijing, the Tienanmen Square riots were suppressed, and China entered a new period of repression and conservatism. The death of the Ayatollah Khomeni exacerbated the political turmoil in Iran. The Soviets withdrew their troops from Afghanistan, but the civil war there continued.

As these events unfolded, it was difficult to assess the eventual impact on CCID. Certainly, the changes in Eastern Europe appeared to offer significant opportunities for development projects, as the United States pledged to assist the new governments. President Bush had been in office only since January, and his new administration sent uncertain signals as to the nature and extent of this assistance. On the operational level, CCID contacts in Eastern Europe remained in positions of authority, but there was some apprehension expressed by CCID faculty considering exchange assignments in Prague and Budapest.

In January 1989, Bill Stewart, Don Matthews and Richard Brightman went to Brazil on behalf of CCID at the invitation of the Ministry of Education. They visited educational institutions and met with government officials to identify opportunities for joint educational projects. Also in January, Dick Anderson and Tom Millard visited the People's Republic of China as part of a commercial delegation from Wisconsin. They returned through Korea, where Millard was asked to develop a pilot program for placing Korean students at U.S. community colleges.[1]

Don Matthews was the CCID coordinator for a conference for Washington diplomatic corps to acquaint them with the capabilities of community colleges. CCID cosponsored the conference with the Institute for International Education and the National Association for Foreign Student Affairs. Max King was the keynote speaker. Over 80 people attended the conference.[2]

At the beginning of 1989, CCID had 14 members and 26 affiliates. At the February meeting of the Board, the membership committee recommended that a strategic planning session be scheduled for the 1989 summer conference and that all members participate in the development of a strategic plan for the consortium. This was approved by the Board. The Board also approved Maricopa Community College District and Los Angeles Community College District for affiliate status. [3]

The Board approved the recommendation of the IED committee not to renew the contract with Waterman and Associates as the CCID representative in Washington, D.C. This was due primarily to financial considerations, since sufficient project income had not been generated to continue the arrangement.

Wilbur Collin, coordinator of the International Office at Grant MacEwan College, was the winner of the 1988 Kubsch Award and received the award at the CCID winter conference in February 1989. Collin was the first Canadian to receive the award.

In March, King and Kubsch led a CCID delegation to Spain and Morocco. The itinerary included Madrid, Grenada, Malaga, Tangier, Fez and Casa Blanca. They found few opportunities for development projects, but identified several areas for study abroad programs.

In Taiwan, the technical colleges formed a consortium for international activities, the International Cooperation Association of Technical Institutes (ICATI). The first president was Dr. C. K. Wu, president of National Kaoshiung Institute of Technology, and a long-time friend of CCID. The Ministry of Education passed the responsibility for the agreement with CCID to ICATI. ESL workshops were held in Taiwan during the summer; however, the technical workshops were discontinued. Dr. Wu also indicated an interest in sending a delegation to the CCID winter conference in lieu of the AACJC convention. The organizational changes also had a financial impact, since the Ministry reduced its contribution to joint projects. Tri-County Technical College assumed the responsibility of CCID lead institution for Taiwan activities.

In June, the Budapest faculty program was held in Budapest, with 15 CCID faculty participating. Rich Brightman was the CCID coordinator. Pete Kellams of St. Louis was the CCID group leader and reported an excellent program. Kellams volunteered to coordinate the 1990 program. The Budapest exchange program continued to prosper. As of the end of the 1988-89 school year, ten Budapest faculty and eight CCID faculty had participated in 128 months of exchange assignments.

The strategic planning meeting directed by the Board was held in Monterey on July 24 in conjunction with the summer conference. Dr. Max Tadlock of the Tadlock Group was engaged as the meeting facilitator. All Board members and International Education Directors participated. The conclusions reached were reflected in the actions by the Board at their meeting on July 25.

- The Executive Director was directed to convene a committee consisting of IEDs and development personnel from member colleges to develop a CCID marketing plan.
- The Board agreed to develop an inventory of institutional resources available for commitment by member colleges for CCID activities.
- The Board agreed to work toward the establishment of an autonomous Office of the Executive Director, completely funded by CCID. As an interim step, the Board agreed to reimburse Brevard for Humphrys' salary, insofar as possible.
- Annual membership dues were increased to $3,500 for the 1989-90 fiscal year and to $5,000 thereafter.
- The Board increased the membership maximums to 20 full members and 40 affiliate members.
- Five applications for affiliate membership were approved.[4]

The Board also approved a concept for a CCID fellowship for CCID faculty. The fellowship winner would receive a $2,500 stipend to assist in the development of an international education project. The IEDs were tasked to finalize the project criteria, selection procedures and timeline.[5]

Humphrys prepared a participation summary for the period July 1988 through June 1989 for review by the Board. It listed 25 CCID activities and the colleges that had participated in each. Although the Board did not conduct a formal review, it was noted that the affiliate participation was widespread and significant.

Suriname activity for the year was limited to hosting two Suriname faculty at Kirkwood for internships in audio-visual preparation and use. Adama secured approval from the Ministry of Education for a three-year academic upgrade program for vocational teachers which would award a master's degree. CCID participated in the planning and agreed to provide some of the faculty. Funding was sought from OAS and the ALCOA Foundation.

After learning from Ed Gleazer about the Kazan Pedagogical Institute, Humphrys initiated correspondence with Makhmoutov, the director of the institute. It was agreed that the first step should be a visit to each other's institutions. CCID sent a delegation of three presidents (Anderson, Crawford and Spence) to Moscow and Kazan in August. Anderson was the delegation leader. The delegation also represented the interest of AACJC. In Kazan, they signed an agreement of cooperation with the institute.[6] In Moscow, they met with Vladislavlev and solicited his interest in speaking at the 1990 AACJC convention.

CCID invited Makhmoutov and two colleagues to visit the United States in September. They visited Washington, Waukesha, St. Louis and Jacksonville. Gleazer participated in the Washington visit, as did AACJC. While in Jacksonville, Makhmoutov signed an agreement with CCID on a joint research laboratory for pedagogical investigations.[7] The agreement called for annual working symposia, alternating between Russia and the United States, beginning in 1990, and defined areas for inquiry. Three CCID colleges were assigned as points of contact with specific subject responsibility.

- Florida Community College at Jacksonville - Problem solving curriculum
- St. Louis Community College - Organizational structure and assessment
- Waukesha County Technical College - Integration of general education and occupational education competencies

In September, CCID and the Partners of the Americas cohosted the visit of Dr. Bellasario Moreno from the University del Valle to plan CCID participation in the UDV regionalization project. He visited Brevard, Tri-County and Kirkwood, as well as Clemson University and the University of South Carolina. Although some progress was made, the internal situation in Colombia was continuing to deteriorate, and CCID participation in Colombia appeared doubtful.[8]

In October, Humphrys led a CCID visit to Egypt, at the invitation of the Supreme Council of Egyptian Universities. The other participants were Jerry Henderson, dean for allied health at St. Louis, and Dick Stevens, division chair for electronics at Del-Tech. They visited universities at Assuit, Manofaya and Ismalia, as well as the USAID office in Cairo. The Egyptians were interested in CCID nursing programs and bio-medical equipment repair.[9]

At the IED meeting in November, subcommittees worked on design of the following projects.

- CCID and Kazan Institute - Follow-up on the October agreement with Kazan.
- Hungarian Worker Retraining - Prepare for an expected RFP from the Hungarian Ministry of Labor. Deginakis of Del-Tech was project leader.
- AESSA - Place black students from South Africa at CCID colleges.
- Budapest Faculty Program for 1990 - St. Louis, lead institution.
- Philippines - Explore the potential of the Philippine contact at the Monterey conference. State Center, lead.
- ESL Teacher Training Institutes - Develop an ESL program based on the Taiwan model, to offer to other countries. FCCJ, lead.
- CCID Business Plan - Directed by the Board in July 1989.

In December, events in Eastern Europe reached their culmination in the changes of government in Poland, East Germany, Czechoslovakia, Hungary, Romania and Bulgaria. CCID faculty in Prague and Budapest were not recalled, but the future of CCID operations in these countries was of some concern since the impact of these changes on the personnel and organizational structures of the national universities were uncertain.

In January 1990, CCID coordinated the educators' visit to Taiwan. In February, CCID signed an agreement with the ICATI which replaced the agreement with the Ministry of Education in Taiwan. CCID hosted a delegation of college presidents from Taiwan at the AACJC convention in April. In lieu of ESL workshops in Taiwan, CCID contracted with ICATI to provide a cultural orientation and ESL workshop at Brevard Community College. Technical workshops were not conducted.

Lillian Swarth, a faculty member from Nassau Community College, was the winner of the 1989 Kubsch Award. The award was presented at the CCID thirteenth annual conference in February. Dr. James O'Grady of St. Louis Community College was the winner of the first CCID fellowship. This award was also presented at the conference.[10]

Baltimore County Community Colleges and Tri-County Technical College resigned from membership in February. Tri-County continued as a CCID affiliate. Two affiliates resigned, and three new affiliates were approved.[11] The following new members were approved in 1990.

- Delaware County Community College, Dr. Richard DeCosmo, President

- Sinclair Community College, Dr. David H. Ponitz, President
- College of DuPage, Dr. Harold D. McAninch, President
- Eastern Iowa Community College District, John T. Blong, Chancellor
- Lansing Community College, Dr. Abel Sykes, President
- Community Colleges of Spokane, Dr. Terrance Brown, President

Work continued with the Kazan project. In February St. Louis hosted a work session to coordinate activities and to finalize a proposal to explore ways to apply the community college model to technical institutes in Kazan.[12] Ed Gleazer attended the meeting as a consultant. Plans for sponsorship of Vladislavlev and Makhmoutov at the AACJC convention in April were also completed. The Center for Education and Training for Employment (CETE), at Ohio State University was represented at the meeting by Chet Hanson.[13]

Spence went to the USSR in March and presented the proposal. In April, a joint planning meeting was held in Seattle with CCID, the USSR delegation, CETE and AACJC all represented. At Vladislavlev's suggestion, CCID and AACJC sent joint letters to the Prime Ministers of the Tatar and Moldavian republics, soliciting interest in developing postsecondary educational centers based on the community college model. In September, the first joint seminar of the pedagogical laboratory was held in Anapa, Kazakstan. St. Louis, FCCJ and Waukesha provided the CCID delegation.

The Board continued its interest in a cooperative relationship with AACJC on international education matters. In February of 1990, Max King and Jim Humphrys met with Dale Parnell, president of AACJC, to discuss a formal relationship. They agreed to pursue an arrangement for AACJC to represent CCID in Washington and for CCID and AACJC to respond jointly to international education project opportunities. Cooperation between CCID and the AACJC international consortium, ACIIE, was also encouraged. The President of ACIIE, Evan Dobelle, spoke to the CCID Board in August about a formal relationship between the two organizations and encouraged CCID to prepare a proposal to represent ACIIE for international education contracts.

CCID and AACJC signed an agreement in September for AACJC to provide representation for CCID in Washington and for cooperation in international education matters. The agreement also provided for Yukie Tokuyama, the director of international activities at AACJC, to devote 20% of her time to CCID matters. The point of contact for CCID was the Executive Director. Humphrys wrote a proposal for CCID to represent ACIIE for technical assistance contracts. He presented the proposal to the ACIIE Board, but the Board deferred action on the matter.[14]

The Suriname Ministry of Education secured a $40,000 grant from the ALCOA Foundation to support the vocational teachers academic upgrade program. At the Ministry's request, the funds were provided to CCID. Humphrys and four CCID faculty went to Suriname in April to coordinate with the Ministry and to develop course plans for the first four courses. In May, CCID

presented workshops in Suriname on machine tools and farm machinery repair. Harold Shively, the project coordinator, accompanied the instructors to Suriname for the first week.
Delaware County Community College assumed responsibility for the Konstanz summer program. Twenty students attended. Staff and student evaluations were excellent. The Budapest faculty program was held in June, with eleven CCID faculty attending. With CCID's assistance, Hartnell College contracted with the Technical University of Budapest to provide a summer study program for Hartnell students.

Don Matthews left Bunker Hill for employment at Daytona Beach Community College. CCID discontinued the position of director of project development. Responsibility for the CCID newsletter was assumed by Sinclair Community College. Bob Keener served as editor.

The 1990 summer conference was held in Saratoga Springs and was devoted to planning. Broome Community College was the conference sponsor. Ten committees were convened to discuss various aspects of CCID policy and operations. Committee recommendations were consolidated and distributed to the Board members and International Education Directors.

The 1990 Presidents' Program was conducted in September. The area selected was the Balkans. There were eight CCID participants. Werner Kubsch from Studiosus and Cathy Fagan from CIE accompanied the group. The delegation visited educational institutions in Bulgaria, Romania and Yugoslavia and received a briefing from the U.S. Embassy in each country. The embassy briefings were especially helpful. Their comments on the education systems, the impact of the Iranian oil embargo and the effects of recent political changes in each country were insightful and helped the delegation to determine what might be possible in providing technical assistance. Agreements of cooperation were signed with the University of Veliko Turnovo (Bulgaria), the University of Bucharest (Romania), and the University of Craiova (Romania).[15]

A CCID delegation visited India in September for three weeks at the request of the Indian Government. Four CCID colleges were represented. John Blong was the delegation leader. The group met with government officials and visited colleges and universities in India.

In December, a CCID project development team was convened at Brevard to respond to a USAID request for proposals for economic and business development in Eastern Europe. The team included representatives from four CCID colleges, the Technical University of Budapest and Czech Technical University. The proposal was a finalist at USAID but was not funded. Two proposals to USIA for student exchanges between CCID and its partners in Hungary and Czechoslovakia were not funded.[16]

In January 1991, CCID coordinated the educators' visit to Taiwan. Four community college presidents participated. CCID contracted to provide summer workshops in the United States and Canada. ESL and quality management workshops were held at Brevard; Kirkwood provided a food technology workshop; Humber provided a workshop on computer integrated manufacturing.

CCID also hosted a delegation from Taiwan at the AACJC convention.

CCID began 1991 with 17 members and 29 affiliates. In February, the Board approved the membership application of Community Colleges of Allegheny County, Dr. John M. Kingsmore, president. Three affiliates, Black Hawk College, Erie Community College and North Central Technical College, were also added. Grant MacEwan Community College and the Kansas Technical Institute resigned their affiliate status.

The CCID fourteenth annual conference was held at Walt Disney World. Attendance was curtailed somewhat due to the expected start of the Persian Gulf War. Julia Ribley, of Valencia Community College, was presented the Kubsch Award at the conference. The rectors of the University of Bucharest and the University of Craiova attended the conference and afterward visited several CCID colleges. Broome Community College agreed to serve as the CCID lead college to develop a project with these institutions for management training and revision of business and economics curricula.

CCID was a partner with Iowa State University in preparing a proposal to USAID for training Honduran students in the United States. Waukesha was the CCID lead institution for this project. Waukesha also prepared a project proposal for ESL training in Honduras. Eastern Iowa Community College District received a $62,000 grant from the United States Trade Development Program to develop projects that would stimulate foreign business with the United States.

The 1991 Presidents' Program was scheduled to investigate education and technical assistance opportunities in the European Community. Because of the unsettled world situation, the Board decided to cancel the program. The Budapest summer program for CCID faculty was cancelled for the same reason. Workshops scheduled for Suriname in March were cancelled due to political unrest in Suriname, and the first classes of the vocational teachers academic upgrade program were postponed. Workshops on auto mechanics and industrial electronics were presented in Suriname in October. The summer program at Konstanz, sponsored by Delaware County, was presented on schedule.

Faculty exchanges with the Technical University of Budapest and Czech Technical University continued, with some administrative changes. In both countries, faculty housing became harder to arrange due to inflation and the relaxation of government controls. Also, especially at Czech Technical University, budget responsibility was decentralized. This reduced the flexibility of the central administration in allocating funds to support exchanges. King and Humphrys went to Budapest and Prague in November to evaluate the exchanges and discussed the changes with university officials and CCID faculty.

Cooperation between CCID and AACJC continued. AACJC nominated King and Humphrys to represent community colleges on a USAID task force and working group to develop guidelines

for a new organization within USAID, the University Center. The University Center was to be the focal point and communications link for USAID development activities and higher education. King and Humphrys served until the task force and working group completed their work in June, 1992. AACJC, CCID, and the Institute for International Education also cosponsored a conference for the Washington diplomatic corps. In June, AACJC sponsored a visit of community college presidents to the People's Republic of China at the invitation of the PRC government. CCID was represented by Spence and Humphrys. CCID also collaborated with AACJC in a joint proposal with FAS, the Irish Labour Training Service, to provide technical assistance to Poland. Pete Kellams of St. Louis Community College was the CCID representative for this project.

The 1991 summer conference was held at Cedar Rapids. Kirkwood was the conference sponsor. Robert O'Meara of Humber College received the 1991 CCID Faculty Fellowship. The principal activity at the conference was the convening of eleven committees on subjects related to CCID plans and operations. The process followed the model used at the Saratoga Springs conference in 1990. The committee topics reflect CCID priorities for 1991.

Futures
Affiliate Services
Conferences
Membership/Governance
Project Development
Operational Procedures
Mission and Objectives
Cooperation with AACJC
European Community
CCID Data Base
India Project

Committee reports and recommendations were submitted to the Executive Director and published as part of an internal CCID document distributed to Board members and IEDs. The reports revealed a desire for better communications, a more formal approach to preparing project proposals and more effective coordination between members. There was also a clear consensus for closer working relationships with affiliate colleges, and a willingness to involve member colleges directly in this effort.

CCID entered into an agreement with the Association of Community College Trustees (ACCT) to collaborate on a monograph on community colleges and international education. CCID agreed to engage an author, print the document and provide copies to ACCT for distribution to ACCT members. ACCT agreed to provide editing and distribution services, and to purchase additional copies after the initial distribution. The Office of the Executive Director was the CCID project coordinator. The monograph, Integrating the International/Intercultural Dimension in the Community College, by Maxwell C. King and Seymour H. Fersh, was published jointly by CCID and ACCT and distributed in 1992.

The 1991 joint seminar between CCID and the Kazan Pedagogical Institute was held in Jacksonville in October. FCCJ was the host institution. Representatives from FCCJ, St. Louis and Waukesha attended. CETE from Ohio State was also present. Most of the seminar was spent

in planning and in adjusting proposed projects to conform to the recent changes in the USSR government and education systems.

Another product of CCID cooperation with AACJC was a referral concerning interest in Malaysia in learning more about community colleges. CCID wrote a proposal for a three-week fellowship program for four senior educators from the Ministry of Education in Malaysia to visit four CCID colleges.[17] The project, funded by the Asian Development Bank, was conducted in November. Participating CCID colleges were State Center Community College District, North Seattle Community College, Lansing Community College, and Delaware County Community College. Humphrys was the project coordinator.

The Technical Teachers Training Institute in Bhopal, India, submitted a proposal to CCID for assistance in developing an adult education and community outreach capability. This was a result of the 1990 visit by a CCID delegation. Eastern Iowa and Sinclair accepted lead institution responsibility for CCID. A planning meeting was held in November with the Executive Director and Chairman of the Board to review the draft proposal and to discuss next steps. In January 1992, the proposal team met in Dayton to finalize the proposal and to prepare for negotiating with the Indian Ministry of Education.

In February 1992, the CCID sixteenth annual conference was held in Costa Mesa. Richard Wood, executive dean of the College of DuPage, was the Kubsch Award winner. Based on committee recommendations at the Cedar Rapids planning meeting, and subsequent discussion with the IEDs, Humphrys submitted the following membership recommendations to the February meeting of the Board.

- Increase the maximum number of members to 25 and the maximum number of affiliates to 75. Action: Approved.
- Amend the bylaws to permit institutions from countries other than the United States and Canada to be eligible for membership in CCID. Action: No vote was taken.
- Establish a business and agency membership category. Action: No vote was taken.
- Admit eligible affiliate applicants without Board action. Action: The Board retained review and approval authority for affiliate applications.
- Increase affiliate annual dues to $750. Action: Approved.
- Appoint a committee to prepare recommendations for establishing an Executive Committee which would act on behalf of the Board between Board meetings. Action: No vote was taken.

The Board approved five affiliate applications[18] and approved a $5,000 grant for development of a project with Georgetown University to bring Kurdish students from Turkey to study at colleges in the United States. Pete Kellams was the CCID project coordinator.[19]

AACJC requested that the contract with CCID be changed. Instead of CCID contracting for staff

time, he proposed that the contract provide international education services. The contract was revised on this basis and approved by the Board in April.

In April, CCID hosted a delegation of college presidents from Taiwan at the AACJC convention in Phoenix. CCID also cohosted a joint dinner with AACJC for the delegations from Taiwan and the People's Republic of China. The PRC delegation was visiting the United States as a result of the AACJC visit to PRC the previous summer. The coordinator of the PRC visit was Dr. Malan Jackson, director of international education at Utah Valley Community College.[20] Later in April, the PRC delegation visited Florida, including FCCJ and Brevard. Humphrys coordinated the Florida itinerary. ESL workshops were held in Taiwan in June. Four CCID presidents visited Taiwan in October. Bill Stewart was the delegation leader.

In May, the Executive Director distributed a complete revision of the CCID Operational Procedures.

The first courses of the Suriname vocational teachers academic upgrade program began in Paramaribo in June. Humber provided the faculty member, who taught courses in physics and electronics. CCID also provided three-week workshops in industrial electricity and automotive technology in October.

Sinclair and Eastern Iowa submitted a University Development Linkage Proposal to USAID on behalf of CCID, to assist the Center for Vocational Education in Madras, India. USAID approved funding of $150,000 per year for a five years, beginning in October 1992. Dr. Jean Cook of Sinclair designed the project while serving as a Fulbright lecturer in India, and became the project director.

In July, USIA approved funding of $122,000 for the CCID project in Romania. CCID and SUNY Binghamton were the U.S. partners in the project. The participating Romanian universities were the University of Bucharest and the University of Craiova. Richard Romano of Broome Community College was the project director.[21]

The 1992 summer conference was held in Toronto. Tom Millard was appointed as Executive Director, vice Humphrys, who retired effective August 1.[22] Two new members were approved.

- University of Hawaii Community Colleges, Dr. Joyce Tsunoda, Chancellor.
- Mount Hood Community College, Dr. Paul E. Kreider, President.

Four affiliate applications were approved.[23] The Board also heard a presentation from the joint CCID/ACIIE committee on cooperation between the two organizations. The Board voted to develop an advocacy relationship with ACIIE and to share conferences, conduct IED meetings at ACIIE conferences (where possible), and encourage CCID colleges to become ACIIE

members.[24]

Dave Ponitz and John Blong led a CCID delegation to India in August. They visited New Delhi and Bhopal, and negotiated a memorandum of agreement with the Technical Teachers' Training Institute, Bhopal (TTTI Bhopal) to provide assistance in adult and continuing education. The agreement was based on the CCID submission earlier in the year.[25] Sinclair and Eastern Iowa, on behalf of CCID, also presented a three-day joint workshop with TTTI Bhopal in August on the subject of developing linkages with business and industry.[26]

Humphrys continued with CCID as a consultant for six months to assist in the transition to a new Executive Director. He was also responsible for coordination of the educators' visit to Taiwan, the Suriname workshops, the placement of East European exchange faculty and the CCID computer data base.[27]

At the close of 1992, CCID had 20 members and 33 affiliates. Despite political and financial obstacles, CCID programs were active in Taiwan, Suriname and Eastern Europe, with good prospects for increased activity in India, Russia and South America. The consortium was financially sound and committed to improving operations and project development capabilities. Although the contract with AACJC was terminated in October, relations with AACJC and other national educational organizations were cordial and cooperative. By the end of the year Tom Millard had completed the transition of duties and responsibilities as CCID's new Executive Director and was fully established in his new position.

In 1993 the Executive Offices of CCID were relocated to Pewaukee, Wisconsin and duties were split between Waukesha County Technical College for support to Tom Millard as Executive Director of CCID, and Brevard Community College for CCID's overall fiscal management and general administrative functions. This was to prove a workable but temporary solution to a growing issue requiring a greater level of support than initially provided.

The winter conference was held in Orlando, Florida, in February of 1993 with a special focus on world hunger and the pressures of population as they affect every nation. Bill Greene, Broward Community College, received the Kubsch Award for this year. The Board approved five new affiliate members, bringing the organization to 20 full members and 38 affiliate members.[28] The issues of governance, dues structure, marketing and international membership were raised but no decisions were reached. CCID's growth had given rise to new needs for managing the organization, and the Executive Director was authorized to prepare a business plan to be presented at the summer Board meeting.

AACJC restructured during this same period and was renamed the American Association of Community Colleges (AACC). Several changes were made in personnel and operations, prompting CCID to review its relationship with AACC and its international arm, ACIIE. CCID and ACIIE agreed to collaborate where possible, especially for conference related activities where

both organizations might benefit from exchanges of people and ideas.

During 1993, CCID's outreach programs continued to grow. A new program was initiated in Romania under a USIA grant through Broome Community College; the Konstanz study abroad program was coordinated by Delaware County Community College; several Cooperative Association of States for Scholarship (CASS) programs were active for students from Central America and the Caribbean; and the Eastern European Exchange Program was assigned to Brevard Community College. In April and May the CCID Database began initial data entry operations, and CCID initiated an Internet LISTSERV where members could conduct private information exchanges world-wide.

In August of 1993, CCID held its summer conference at Coeur d'Alene, Idaho. The main focus for this session was the continuing review of CCID's goals and strategies, with special emphasis on growth and the changing roles of the organization. As if to underline those needs, five new affiliate members were approved at the Board meeting on August 8th.[29] Bunker Hill Community College, one of CCID's founding colleges, was re-instated as a full member. With increased membership activity, control of applicants had become more important, and the need for sponsorship to CCID by an existing member was re-emphasized.

To address concerns over the lack of focus and the need for changes in governance, the Board of Directors conducted a separate planning meeting facilitated by Max Tadlock of The Tadlock Group.[30] The strengths and weaknesses of the organization were outlined and a list of "action options" was developed with recommendations to establish a Board Executive Committee, evaluate the existing committee structure, develop a marketing plan, and assign winter conference planning to the IEDs and summer conferences to the Presidents. A legislative committee was formed (Chuck Spence and John Blong) to begin development of a more effective legislative lobbying effort. Affiliate representation on the Board remained unresolved.[31]

An IED committee represented by Paul McQuay and Michael Hatton presented a vision for future CCID conferences with the goals of identifying sites and appointing host colleges for site support at least three years in advance. Marketing brochures were developed and presented for final review, and responsibility for producing the CCID Newsletter was returned to Sinclair Community College under Bob Keener's direction. Also, the IED "buddy system" was updated. This system identifies for each affiliate college a "big brother" member college to serve as a mentor and point of contact for issues and concerns to be addressed by the consortium. Tom Crow developed and updated the roster of linkages and published it to all CCID colleges.[32]

Also during this period CCID gained its first Fulbright lecturer in China, Dr. M. Thomas Cooper of Monroe Community College. Program proposals were submitted by CCID colleges for work in Malaysia, India, Russia, and Guyana, and active programs continued in Suriname, Romania, Eastern Europe, and Mexico. Training continued in Suriname with a seven week program in

mechanical engineering for faculty there. For the first time in its history, CCID awarded two faculty fellowships: Jack Foster of Broome Community College and Robert Franco of the University of Hawaii Community Colleges each received a $2500 stipend and a plaque of recognition.[33]

As CCID continued to grow, the concerns over the lack of a clear strategic focus for consortium activities went unresolved. As in the past, financial support was derived primarily from member and affiliate dues, supplemented by income from conference activities and project development fees. The lack of large contracts to support a more active program became a driving force for the new Executive Director, taking more of his time and energy. Furthermore, the great diversity of CCID activities, at once a strength and a weakness, grew even greater. CCID, in collaboration with Brevard Community College, established a Memorandum of Agreement for workshops and a joint Education Center in Paramaribo, Suriname, to be funded by TELESUR, the telecommunications company of Suriname. USAID funded a new program in Guyana and continued support for a five-year University Development Linkage Project (UDLP) in India.

In October of 1993, it became clear to CCID's leadership that the evolution of the organization had progressed to the point where new members could no longer gain a clear understanding of past decision processes. To provide better continuity, the Board appointed Mr. Jim Humphrys to write a comprehensive history of the organization. This document is the result of that work. It is expected to become a foundation upon which better understanding of the philosophy of the consortium and a shared vision of the future of CCID can be developed.[34]

By the end of 1993, CCID consisted of 21 full member colleges and 41 affiliate members, for a total of 62 colleges -- more than ten times the original membership of 1976. Its reputation as a leader in international education continued to grow, and at the Winter 1994 meeting of the Board of Directors in Costa Mesa, California, five new affiliate members were admitted, bringing the membership to 67 total.[35]

CCID's 1994 winter conference held in March was a resounding success, with international visitors from Mexico, Canada, Guyana, Suriname, Russia, Czech Republic, Germany, and China. Dr. Richard Romano, Broome Community College, received the Kubsch Award and Dr. Klaus Vetter presented the award on behalf of Studiosus Reisen in Germany.[36]

Both the IEDs and the Board of Directors continued to assess issues of growth, member representation, governance, marketing, and strategic planning. A draft business plan was presented to the Board, resulting in the decision to survey the member colleges and conduct a formal strategic planning workshop at the summer meeting of the Board in conjunction with the summer conference. Dr. Al Koller, Brevard Community College, was appointed to facilitate the session. Decisions on affiliate representation to the Board and CCID international membership were deferred. However, the action to implement a Board Executive Committee was approved and interim appointments were

made for five Board members.[37]

In March of 1994, efforts to influence the attitudes of U.S. agencies to support community colleges in grants and other proposals for international education programs began to show results, with language in a USIA request for proposals specifically designating programs for community colleges and post-secondary education consortia in addition to universities.[38] This was a major step forward for community colleges in the United States and a key event for CCID as a consortium. It formally acknowledged the legitimate role of community colleges in international education not only as partners with four year institutions but also as experts in their own right in the development and delivery of affordable, sustainable technical and vocational education programs in the international arena. In September, USIA went even further in adopting a name change from their long-standing University Affiliations Program, to the "College and University Affiliations Program (CUAP)."[39]

In April of 1994, CCID was granted authority as a sponsor for the USIA's Exchange Visitor Program, making CCID the first national community college consortium ever granted such broad authority. CCID was empowered to issue IAP-66 forms to visiting professors to obtain visas to the United States for extended periods of teaching at CCID colleges. This program will become the cornerstone for increasing professional exchanges with post-secondary institutions world-wide.[40]

During the summer of 1994, CCID provided two professional workshops on industrial painting and paint technology in Suriname. Work continued in Guyana with a successful project to ship container-sized loads of equipment and educational supplies to Guyana. Directed by Pete Kellams from St. Louis Community College, containers from State Center Community College District and Kirkwood Community College were successfully shipped to Guyana. The initial workshop for employees was conducted for TELESUR under the CCID MOA, and a second workshop was scheduled for October. Two delegations from CCID visited Russia -- one under Tom Millard to complete preparations for a proposal submission on Khazakstan, and a second by Al Koller to consummate the formal exchange agreement with Moscow State University for faculty exchanges to begin in the fall.[41]

The Summer 1994 CCID conference took place at Sugarbush, Vermont, in July, as the first under the new program to be directed by the presidents. Membership changes included the loss of three affiliates, the addition of one new affiliate member, and the transfer of membership from full to affiliate status by Florida Community College at Jacksonville. At the request of the Chairman, the Board approved a change in organization by appointing Al Koller to the new position of Executive Director, Operations and directing Tom Millard to place full emphasis on development for the organization as Executive Director, Development. These changes were made effective immediately. New development projects were approved for South Africa under the direction of Frank Schorn, Bunker Hill Community College, and Australia under the direction of Tom Carey, North Hennepin Community College, an affiliate member.[42]

While no decisions were reached on the issues of affiliate representation to the Board, international membership, or marketing, the Executive Director, Operations was directed to prepare studies of these issues for presentation at the next Board meeting. Hinds Community College, Raymond, Mississippi and Daytona Beach Community College, Florida, requested site visits and evaluation for full membership. Florida Community College at Jacksonville subsequently requested re-instatement as a full member. Conference planning was reviewed briefly and summer, 1995 was approved for St. Louis, MO. Contracted conferences for 1995 and 1996 remained as planned, with summer 1996 tentatively scheduled for Hawaii.

During fall, 1994, CCID participated heavily in activities by the Community College Task Force of USAID to develop a white paper reporting on the capabilities and experiences of key community colleges involved in international education activities for the U.S. It is hoped that this work will further establish community colleges as legitimate, preferred institutions for developing and delivering post-secondary technical and vocational programs, including the establishment of sustainable models and systems for educational and economic development in other countries.[43] The IED's met in executive session in Washington, DC. in early October, 1994, to review progress to date and to begin operations under the new CCID organizational structure. Several new communications processes were begun and proposals initiated to address the issues of international membership and affiliate representation so recommendations can be made to the Executive Committee prior to the January, 1995 Board meeting. A smooth transition has taken place, and the consortium is again moving forward with prospects for continued growth and greater success in future project development activities.[44]

New project proposals have been submitted to USIA from several CCID colleges for exchange affiliations programs. CCID provided letters of endorsement to all who requested them and established a process for the coordination of future submissions of this kind. Proposals have also been submitted on behalf of CCID to Universidad Don Bosco in El Salvador and, through them, to USAID there. Work is underway to develop proposals for CCID partner projects in Vietnam and Nicaragua, and another round of proposal preparation is already underway for Russia.

In short, CCID is opening a new chapter at a time when the educational systems in this country are cooperating better than ever with our U. S. foreign policy agencies, making it possible to do much more effective work in international education. The future is very bright for CCID and there appears to be more opportunity now to develop a full service organization that can attain financial independence and top level credibility as a major provider of quality educational programs. It remains only for the leadership and the membership to build on the momentum that the consortium has achieved.

CHAPTER 4
NOTES

1. International Education Directors Committee, Minutes of Meeting, February 11, 1989.

2. Cosponsorship of the conference was a deliberate effort by CCID to work with national organizations in furthering the international education agenda. Matthews had many contacts from his assignment with USAID, and these were augmented through his work with Waterman and Associates.

3. CCID Board of Directors, Minutes of Meeting, February 12, 1989.

4. Foothill College, Ventura Community College District, Hartnell College, College of Lake County and Clark State Community College.

5. CCID Board of Directors, Minutes of Meeting, July 25, 1989.

6. AGREEMENT between Vocational Research Institute of the Pedagogical Science Academy of the USSR and the Community Colleges for International Development in conjunction with the American Association of Community and Junior Colleges, signed August 10, 1989. Anderson, Crawford and Spence signed for CCID. Makhmoutov signed for the institute.

7. Declaration to Establish a Joint Soviet-American Enterprise (Research Laboratory) for Pedagogical Investigations between Community Colleges for International Development and Research Institute of the USSR Academy of Pedagogical Sciences in Kazan, signed October 2, 1989. Spence signed for CCID; Makhmoutov signed for the institute.

8. CCID Update, December, 1989.

9. The president of the University of Manofaya was Dr. Eldayed Hassanein, formerly the secretary general of the Supreme Council of Egyptian Universities. He had visited CCID colleges and was familiar with CCID capabilities. He proposed securing funding for nursing and bio-medical repair projects through the Supreme Council . The initial planning was conducted, but funds were not secured. The invasion of Kuwait in the summer of 1990 and Egypt's involvement in the Persian Gulf War aborted the project.

10. The CCID fellowship was coordinated and administered by a committee of International Education Directors. The committee prepared solicitations for nominations, evaluated the submissions and selected the winner for approval by the CCID Board.

11. Monroe Community College and Mount Hood Community College were approved in February 1990. The University College of Cape Breton was approved in August. Normandale Community College and Central Arizona Community College resigned their affiliate status.

12. International Laboratory in Technical Education. This provided the rationale for the community college approach and a suggested organization for development and communication. Tasks for the 1990 seminar in Anapa were specifically addressed.

13. CETE had several initiatives in the USSR and participated fully in hosting visitors and in project planning. The working partnership that developed with CCID was valuable to both organizations and became a long-term relationship.

14. ACIIE had changed its status in 1990 to become a council of AACJC. The Board was concerned with organizational and policy decisions, and did not want to deal with a formal relationship with CCID until they had dealt with more pressing matters.

15. The delegation also visited the University of Sophia and the University of Belgrade but found little interest in assistance from community colleges. The three agreements that were signed all were productive. A faculty member from Brevard Community College served a one-year exchange assignment at the University of Veliko Turnivo. The University of Bucharest and the University of Craiova were participants in a technical assistance project developed by Broome Community College and funded by USAID.

16. Kirkwood submitted a proposal under the Samantha Smith program for student exchanges with Czech Technical University. Humphrys wrote the proposal for student exchanges with the Technical University of Budapest.

17. Fellowship Program: Innovation in Technical and Vocational Education, submitted to the Ministry of Education in Malaysia in September 1991. The Ministry arranged for Asian Development Bank funding. The proposal was written in the Office of the Executive Director, based on submissions from the participating colleges.

18. Central Florida Community College, Illinois Eastern Community College District, North Hennepin Community College, Pasadena City College and Utah Valley Community College.

19. CCID Board of Directors, Minutes of Meeting, February 23, 1992.

20. The acceptability of a joint function between Taiwan and PRC delegations is a measure of the improvement of relations between the two countries. PRC had opened travel to PRC for citizens of Taiwan, and Taiwan companies were looking for ways to do business in China. The AACJC delegation to the PRC in 1991 noted that "hard" currency exchange rates were quoted in U.S. dollars and New Taiwan dollars.

21. Romano wrote the project proposal. Development funding was provided by Broome, CCID and the Soros Foundation.

22. Administrative arrangements were changed to permit Millard to remain at Waukesha, while the CCID administrative office remained at Brevard. Suzanne Leslie was appointed as CCID Coordinator and was responsible to Millard and King for financial records and administrative services.

23. CCID Board of Directors Meeting, Minutes of Meeting, July 26, 1992. Affiliate applications approved: New Mexico State University at Carlsbad (approved in April), Laramie County Community College, Moraine Valley Community College and Pikes Peak Community College.

24. CCID Board of Directors Meeting, Minutes of Meeting, July 27, 1992.

25. Memorandum of Understanding between the Community Colleges for International Development, Inc. USA (CCID) and The Technical Teachers' Training Institute, Bhopal, India (TTTI), at Bhopal India on August 19-20, 1992. The Agreement was signed by Dave Ponitz for CCID and Professor S. A. Balu, principal for TTTI Bhopal.

26. The workshop was presented at the time the CCID negotiating team was in Bhopal. CCID presenters included businessmen from Dayton and Cedar Rapids. TTTI Bhopal presenters also included both academics and businessmen.

27. The CCID computer data base program and instruction manual were distributed to the membership in February 1993.

28. Daytona Beach Community College, Daytona Beach, Fl; Hinds Community College, Raymond, MS; Raritan Valley Community College, Somerville, NJ; Reading Area Community College, Reading, PA; and Tacoma Community College, Tacoma, WA. Board of Directors' Meeting Minutes, February 21, 1993.

29. Broward Community College, Ft. Lauderdale, Florida; Greene River Community College, Auburn, WA; Northeastern Oklahoma A&M College, Miami, OK; Suffolk Community College, Selden, NY; and Trident Community College, Charleston, SC. Board of Directors' Meeting Minutes, August 8, 1993.

30. CCID Board of Directors Planning Meeting, Coeur d'Alene, Idaho, August 9, 1993. A set of minutes was provided outlining the conduct and results of this session.

31. CCID Board of Directors Meeting Minutes, Coeur d'Alene, Idaho, August 8, 1993.

32. International Education Directors Meeting Minutes, Coeur d'Alene, Idaho, August 7, 1993.

33. CCID International News, November 1993, Volume 7, Issue 6 contains extensive information on the organization's people and programs around the world.

34. Jim Humphrys was commissioned under contract by the Board of Directors to write the history of CCID from its inception through June of 1992. Upon his appointment as Executive Director, Operations, in July, 1994, Dr. Al Koller was appointed to provide an update through 1994 to make the initial publication current. The writing transition is on page 31, with completion of 1992 activities and initiation of descriptions for 1993.

35. CCID Board of Directors Meeting Minutes, Costa Mesa, CA, March 6, 1994.

36. CCID International News, June, 1994, Volume 8, Issue 7 contains a review of the conference plus photos and articles on many of the international visitors and speakers for the 17th annual winter conference.

37. CCID Board of Directors Meeting Minutes, Costa Mesa, CA, March 6, 1994.

38. Federal Register, Vol. 59, No. 42, Thursday, March 3, 1994, pp. 10222 to 10224. For example, the guidelines for this RFP include, in part: "Eligibility: Institutions: In the U.S., participation in the program is open to accredited two-year and four-year colleges and universities, including graduate schools. Consortia of universities and/or community colleges, (emphasis mine) individually or as systems, are also eligible."

39. Federal Register, Vol. 59, No. 164, Thursday,. August 25, 1994, pp. 43890-43896. Acknowledgment is made by USIA at the outset, in the title of this RFP: "College and University Affiliations Program (CUAP) (formerly 'University Affiliations Program'); Application Notice for Fiscal Year 1995."

40. USIA letter of approval of Exchange Visitor Program Authority for CCID, designated No. P-1-5532, April 5, 1994, as follows: "A program of the Community Colleges for International Development, Inc. (CCID), a consortia, to provide, on a reciprocal basis, lecturing opportunities in the various fields of instruction conducted by Community Colleges for International Development, Inc. (CCID) for qualified foreign professors (emphasis theirs) to promote the general interest of international educational and cultural exchange." Maxwell King is the

Responsible Officer (RO) and Suzanne Leslie is the Alternate Responsible Officer (ARO).

41. In addition to the work underway in Tomsk and elsewhere in Russia to establish a community college system similar to that in the U.S., CCID in December, 1993, entered into a formal exchange agreement with Moscow State University to begin professional exchanges. To begin, MSU sent a delegate to the CCID 1994 winter conference and visited three CCID colleges. In return, CCID sent Al Koller to Moscow in June, 1994 to visit MSU and establish formal agreements for faculty exchanges. Kirkwood Community College is presently hosting a full time mathematics professor an has sent a business faculty member to MSU for a consultation. Brevard currently is hosting a full time Russian language and cultural studies instructor and is working to develop other linkages.

42. CCID Board of Directors Meeting Minutes, Sugarbush, VT, July 17, 1994.

43. Draft Report, Community Colleges Task Force, USAID, November, 1994.

44. International Education Directors Meeting Minutes, Washington, DC., October 7, 1994.

AFTERWORD

After over a decade of discussion, the membership philosophy of CCID is still developing. The value of a larger membership has proven its worth, both in terms of dues revenue and increased access to college resources for project activities. There is still some ambivalence on the matter of other membership categories, such as business members and overseas colleges. The commitment to continued growth is still firm, and is critical to the future of the consortium.

CCID management concepts have functioned well, although the increased number of CCID colleges has placed some strain on communications and coordination. Communications and information technology advances offer CCID the opportunity for greater flexibility and responsiveness in this area. The interest and participation of the member presidents has been important to the success of CCID.

CCID projects and activities have been many and varied, and were beneficial to CCID, its members and clients. Perhaps the real measure of the effectiveness of the consortium is its impact on the members and affiliates. Most of the members and many of the affiliates had little experience with international education when they joined CCID. Many now have varied and active international programs that were developed at least to some degree using contacts and expertise acquired through CCID.

The belief that community colleges should be involved in international education is now widely accepted among community college educators. CCID has played a major role in this attitudinal shift, through its annual conferences and the educators' visits to Taiwan and other countries. Although the university community is somewhat less convinced, USAID, USIA and other agencies are actively seeking ways to involve community colleges in international activities.

CCID has proven that community colleges can participate effectively in international development. The initial rationale for internationalizing the community college (responsibility to the student, faculty and community) is still valid and continues to gain more adherents. There is every reason for optimism for the future of the consortium.

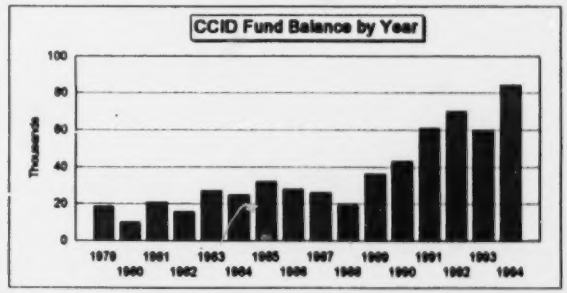
Appendix A

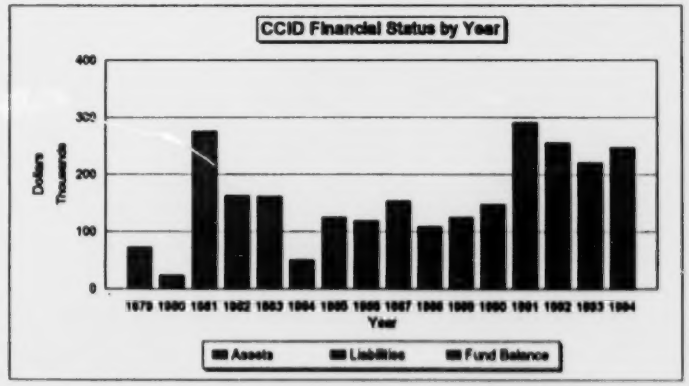
CCID Financial Summary, 1979 - 1994

As of June 30 →	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
ASSETS																
Current Assets																
Cash	28,547	11,704	19,962	17,693	73,480	22,767	44,878	43,978	41,691	45,483	60,063	56,965	136,557	113,506	107,782	121,283
Receivables	7,603	351	20	0	0	0	0	0	34,155	500	87	3,036	171	6,580	484	0
Travel, Expense Advances	0	0	436	863	400	16	6,696	1,223	0	0	0	0	0	0	0	0
Project Prepayments (1)	0	0	117,164	62,637	6,664	0	10,696	13,850	628	8,156	2,235	13,370	8,469	5,281	200	900
Office Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	2,168	1,686	1,278
TOTAL ASSETS	36,150	12,055	137,582	81,193	80,544	22,783	62,270	59,051	76,474	54,139	62,385	73,371	145,197	127,535	110,132	123,461
LIABILITIES AND FUND BALANCE																
Current Liabilities																
Accounts Payable	0	2,075	8	1,016	3,961	161	2,429	1,127	2,527	2,207	5,115	7,055	5,042	8,567	0	0
Deferred Support (2)	0	0	117,043	64,611	46,918	0	19,152	21,925	205	14,933	1,272	18,331	44,555	36,866	17,566	4,246
Deferred Revenue (3)	17,609	0	0	0	2,795	3,000	8,547	8,125	42,100	14,900	20,000	4,875	34,745	12,030	33,325	34,945
Travel Advance Payable	0	0	0	0	0	0	0	0	5,710	3,191	0	0	0	0	0	0
TOTAL LIABILITIES	17,609	2,075	117,051	65,627	53,674	3,161	30,128	31,177	50,542	35,231	26,387	30,261	84,342	57,463	50,891	39,191
Fund Balance	18,541	9,980	20,531	15,556	26,870	24,622	32,142	27,874	25,932	18,908	35,998	43,110	60,855	70,072	59,241	84,270
TOTAL LIABILITIES AND FUND BALANCE	36,150	12,055	137,582	81,183	80,544	27,783	62,270	59,051	76,474	54,139	62,385	73,371	145,197	127,535	110,132	123,461

Notes:

(1) Project Payments are project funds advanced to implementing colleges, but not yet expensed.
(2) Deferred Support represents project funds received but not yet expended.
(3) Deferred Income represents membership dues received for the following fiscal year.





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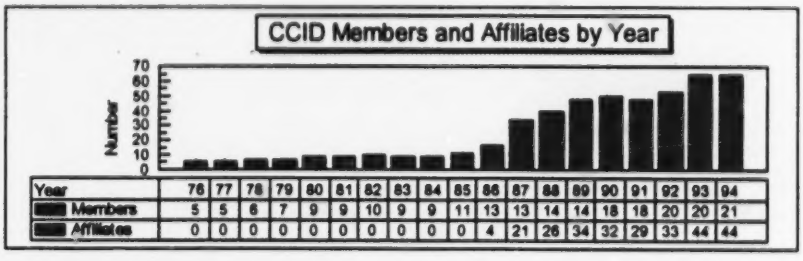
MEMBER COLLEGES	DATES OF MEMBERSHIP	BOARD MEMBERS
Brevard Community College	1976 - 1994	Maxwell C. King
Baltimore County Community Colleges	1985 - 1989	John M. Kingsmore John E. Ravekes
Broome Community College	1986 - 1994	Donald W. Beattie, Donald A. Dellow
Bunker Hill Community College	1976 - 1990 1993 - 1994	Harold E. Shively, Piedad Robertson, C. Scully Stikes
Coast Community College District	1983 - 1994	Norman E. Watson, David A. Brownell, Alfred P Fernandez
College of DuPage	1990 - 1994	Harold D. McAninch
Community College of Allegheny County	1991 - 1994	John M. Kingsmore
Community Colleges of Spokane	1990 - 1994	Terrance Brown
Delaware County Community College	1990 - 1994	Richard DeCosmo
Delaware Technical & Community College	1979 - 1994	John R. Kotula Thomas S. Kubala
Eastern Iowa Community College District	1990 - 1994	John T. Blong
Florida Community College at Jacksonville	1976 - 1994	Benjamin R. Wygal Charles C. Spence
Florence Darlington Technical College	1978 - 1982	Fred C. Fore
Humber College	1985 - 1994	Robert A. Gordon
Kirkwood Community College	1976 - 1994	Bill F. Stewart Norman R. Nielsen
Lansing Community College	1990 - 1994	Philip Gannon, Abel Sykes
Mt. Hood Community College	1992 - 1994	Paul E. Kreider
Navarro Community College	1976 - 1979	Kenneth P. Walker
Pasadena City College	1980 - 1982	Richard S. Meyers
Seattle Community College District	1980 - 1994	John W. Casey Don G. Phelps, Charles Kane
Sinclair Community College	1990 - 1994	David H. Ponitz
State Center Community College District	1986 - 1994	Bill F. Stewart
St. Louis Community College	1988 - 1994	Michael E. Crawford Gwendolyn W. Stephenson
Tri-County Technical College	1982 - 1988	Don C. Garrison
University of Hawaii Community Colleges	1992 - 1994	Joyce S. Tsunoda
Waukesha County Technical College	1980 - 1994	Richard T. Anderson



AFFILIATE MEMBERS	DATES	AFFILIATE MEMBERS	DATES
Bergen Community College	1986 - 1994	Monroe Community College	1990 - 1994
Black Hawk Community College	1990 - 1994	Moraine Valley Community College	1992 - 1994
British Columbia Institute of Technology	1987 - 1990	Mount Hood Community College	1990 - 1992
Bunker Hill Community College	1991 - 1993	New Mexico State University at Carlsbad	1992 - 1994
Central Arizona Community College	1986 - 1990	Normandale Community College	1987 - 1990
Chesapeake College	1987 - 1993	Northcentral Technical College	1993 - 1994
Clark State Community College	1989 - 1994	Northeastern Oklahoma A&M College	1993 - 1994
College of DuPage	1988 - 1989	Northhampton Community College	1994
College of Lake County	1989 - 1994	Northwest Iowa Technical Institute	1988 - 1990
Community College of Allegheny County	1987 - 1990	North Hennepin Community College	1992 - 1994
Community Colleges of Spokane	1987 - 1989	Onondaga Community College	1994
Cuyahoga Community College	1987 - 1994	Pasadena City College	1992 - 1993
Dallas County Community College District	1987 - 1994	Peralta Community College	1994
Delaware County Community College	1987 - 1989	Pike's Peak Community College	1992 - 1994
Eastern Iowa Community College District.	1987 - 1989	Pima Community College	1994
Elgin Community College	1987 - 1991	Portland Community College	1987 - 1993
Erie Community College	1989 - 1994	Raritan Valley Community College	1993 - 1994
Foothills Community College	1989 - 1991	Reading Area Community College	1993 - 1994
Grant MacEwan Community College	1988 - 1990	St. Louis Community College District	1986 - 1987
Green River Community College	1993 - 1994	St. Petersburg Community College	1994
Hartnell College	1989 - 1994	Sinclair Community College	1986 - 1989
Hillsborough Community College	1986 - 1992	Southern W. Virginia Comm. College	1993 - 1994
Hinds Community College	1993 - 1994	Southwest Virginia Community College	1987 - 1994
Horry-Georgetown Tech. College	1987 - 1992	Tidewater Community College	1988 - 1992
Illinois Eastern Community Colleges	1993 - 1994	Suffolk Community College	1993 - 1994
Kansas Technical Institute	1987 - 1989	SUNY College of Technology - Delhi	1994
Lake City Community College	1987 - 1992	Tacoma Community College	1993 - 1994
Laramie County Community College	1992 - 1993	Tri-County Technical College	1989 - 1992
Los Angeles Comm. College District	1989 - 1993	Trident Commuinity College	1993 - 1994
Maricopa County Community College District	1989 - 1994	University College of Cape Breton	1989 - 1992
Metropolitan Community Colleges	1987 - 1994	Utah Valley Community College	1992
Miami-Dade Community College	1988 - 1994	Ventura Community College District	1988 - 1992
Middlesex Community College	1988 - 1994		